Open Agenda

Southwark Council

Joint IT Committee (Brent, Lewisham and Southwark)

Tuesday 18 March 2025
6.00 pm
Virtual MS Teams meeting – To view the meeting please visit:
lewisham.public-i.tv/core/portal/home

Membership

Councillor Stephanie Cryan (Southwark)
Councillor Amanda De Ryk (Lewisham)
Councillor Barrie Hargrove (Southwark)
Councillor Mili Patel (Brent)
Councillor Jake Rubin (Brent)
Councillor James Walsh (Lewisham)

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Contact: Abby Shinhmar, Governance Officer, Tel: 020 8937 2078; Email: Abby.Shinhmar@brent.gov.uk

Joint IT Committee (Brent, Lewisham and Southwark)

Tuesday 18 March 2025
6.00 pm
Virtual MS Teams meeting – To view the meeting please visit: lewisham.public-i.tv/core/portal/home

Order of Business

Date: 10 March 2025

Joint Committee of the London Boroughs of Brent, Lewisham and Southwark

Tuesday 18 March 2025 at 6.00 pm

To be held as an online meeting via MS Teams

The meeting will be open for the press and public to attend and view via the live webcast. The link to follow proceedings via the live webcast is available HERE

Membership:

Members
Councillor Jake Rubin (London Borough of Brent)
Councillor Mili Patel (London Borough of Brent)
Councillor James Walsh (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Stephanie Cryan (London Borough of Southwark)
Councillor Barrie Hargrove (London Borough of Southwark)

For further information contact: Abby Shinhmar, Governance Officer
0208 937 2078; abby.shinhmar@brent.gov.uk

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Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

*Disclosable Pecuniary Interests:

(a) **Employment, etc. -** Any employment, office, trade, profession or vocation carried on for profit gain.

(b) **Sponsorship -** Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.

(c) **Contracts -** Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.

(d) **Land -** Any beneficial interest in land which is within the council's area.

(e) **Licences-** Any licence to occupy land in the council's area for a month or longer.

(f) **Corporate tenancies -** Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.

(g) **Securities -** Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

**Personal Interests:

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:
- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:
- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Introductions, if appropriate.

recycle
for Brent

8 **Any Other Urgent Business**

Notice of items to be raised under this heading must be given in writing to the Deputy Director Democratic Services (Brent Council) or their representative in advance of the meeting.

9 **Exclusion of Press and Public**

The following item is not for publication as it relates to the category of exempt information set out below, as specified under Part 1, Schedule 12A of the Local Government Act 1972:

Agenda Item 6: STS Performance Update (Appendix 1 – STS Risk Register)

This appendix has been classified as exempt under Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of and particular person (including the authority holding that information)."

The press and public will be excluded from the remainder of the meeting as the final report contains the following category of exempt information as specified in Paragraph 3, Part 1 Schedule 12A of the Local Government Act 1972, namely:

"Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

10 **Shared Technology Service Cyber Security Update Report** 81 - 86

This report provides an update on the Cyber Security status, threats, and mitigations identified in relation to the Shared Technology Services.

Brent

Lewisham

Southwark Council

MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK
Held in Meeting Room G01, Southwark Council, 160 Tooley Street on Tuesday 26 November 2024 at 6.00 pm

PRESENT: Councillor Stephaine Cryan (Chair) and Councillor Barrie Hargrove (London Borough of Southwark), Councillors Mili Patel and Jake Rubin (London Borough of Brent) and Councillor Amanda De Ryk (London Borough of Lewisham).

1. **Appointment of Chair**

   RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor Stephanie Cryan (as representative of the hosting Authority – London Borough of Southwark) be appointed as Chair for the duration of the meeting.

2. **Apologies for Absence and Clarification of Alternate Members**

   An apology for absence was received from Councillor James Walsh (London Borough Lewisham).

   No other apologies were received at the meeting.

3. **Declarations of Interest**

   There were no declarations of interest declared by Members at the meeting.

4. **Minutes of the Previous Meeting**

   RESOLVED that the minutes of the previous meeting of the Joint Committee of the London Boroughs of Brent, Lewisham and Southwark held on Tuesday 19 March 2024 be approved as a correct record.

5. **Provision for Public Participation**

   No deputations or requests to speak were received at the meeting.

6. **Shared Technology Service Update Report**

   Fabio Negro (Managing Director Shared Technology Services) introduced the report to the Joint Committee providing an update on key performance areas in relation to the Shared Technology Service (STS).

   Members noted the summary of key performance management indicators for the service across all three Council's, which had been included within the report and in

terms of detailed service performance, the Joint Committee were advised of the following:

- Whilst progress continued to be made in the overall reduction of open STS operational calls, there had been an increase in the current reporting period (July – October 2024).

- In the current reporting period (July – October 24) there had been eight Priority 1 incidents related to STS infrastructure, six of which had been resolved within SLA, with six application/supplier related P1 incidents.

- P3 incidents remained the most common type of incident, as these were related to issues experienced by individual users. The target SLA was to resolve 90% of P3 incidents within two working days. 13,667 P3 incidents had been logged into STS operational queues by partner councils during this reporting period, with an overall SLA performance of 82% (compared with 87% in the previous reporting period) and the top eight categories for P3 calls detailed in section 4.8.4 of the report. This had coincided with an overall increase in demand during the reporting period, with the STS having seen around 850 calls more per month logged than in the previous reporting period and the majority of these being classified as P3 incidents.

- Priority 4 incidents were defined as requests for standard service or catalogue item. The standard SLA was to resolve 80% within 5 working days. In the current reporting period, there had been 10,137 P4 requests logged into STS operational queues, with an overall SLA performance of 90% compared with the previous reporting period figure of 93%. Whilst noting that SLA performance had dropped slightly, members recognised this has been impacted by the increased number of P3 incidents with the top call logging categories for STS operational P4 requests detailed in section 4.9.3 of the report.

- The impact of the higher level of demand on operational services, such as the upgrading of servers (Windows 2012), the rollout of Office 365 applications across the councils, emergency planning, and resilience exercises, high-level of infrastructure change and ageing laptop fleet as further context in relation to the overall level of P3 & P4 performance.

- The detailed provided within section 4.3 of the report on the number of open calls currently in STS operational queues. Whilst progress continued to be made in the overall reduction of open STS operational calls, it was noted there had been an increase during the current reporting period (July – October 2024) which reflected the demand in terms of tickets raised in STS operational queues arising from the high level of change across all three councils and change-related issues.

- The ongoing focus on the customer experience including the development of on-site and telephone support with the overall number of calls logged between July – October 24 reported as 57,889 tickets for all council application teams as well as the shared service (representing an average of 14,472 tickets per month) against 53,147 in the previous reporting period. Members were

advised the tickets consisted of both incidents and service requests with the breakdown by each authority provided within section 4.13.1 of the report.

- Whilst the last 12 months had seen an improvement in performance against key SLA KPIs, members were also advised of the following initiatives being taken forward in relation to the customer experience:
  - ➢ The trial (in one member authority) of a new on-site approach for visitors removing the requirement for on site visitors to log Hornbill calls prior to their visit.
  - ➢ The introduction of new signage in the form of a roller banner at the registration desk to guide users through the process of registering with the QMinder System and to publicise a QR Code/URL that could be accessed from mobile devices to check how many visitors were in the on-site queue and the average wait time.
  - ➢ The introduction of a scripted welcome from engineers to provide a more welcoming and consistent experience for visitors.
  - ➢ The planned introduction of an on -site reception/concierge service along with enhanced induction process for new starters with the Service Desk Telephone Support Line contract also due for renewal in April 25 and the escalation process for Hornbill calls also having been refined.

- The ongoing focus (as detailed within section 5 of the report) on continuous service improvement activity including work streams relating to user experience and assets, which had included areas such as the laptop refresh process for which the contract had now been awarded and the LGA pilot was underway with Brent to follow. Members noted the update provided on the procurement process review (as detailed in Appendix 2 of the report) with the Joint Committee advised that Southwark were now in the process of approving the business case for phase 2 of the project and Lewisham's business case currently being drafted.

- The details provided on the top 10 risks identified for the STS and the relevant mitigations in place to address them, as detailed within section 6 of the report. This had included a series of cyber security emergency planning exercises with details also provided (within Appendix 1 of the report) on the recent CrowdStrike outage, impact on servers operated by member authorities and the recovery response initiated by the STS.

- The progress being made in relation to delivery of the Technology Road Map 2026 (as detailed in section 8 of the report) along with planned development of a future IT Modernisation investment plan.

- Updates were also provided in relation to a range of other key projects, as detailed in section 9 of the report including the Windows 2012 upgrade (as detailed in section 9.4 of the report) on which work to complete necessary server upgrades across all member authorities was expected to be completed by early 2025.

- The individual digital progress updates provided within section 11 of the report, relating to Brent, Lewisham & Southwark Council's as a newly introduced element to the update report for the Joint Committee.

The Chair thanked Fabio Negro for the service performance update provided with comments then invited from Members and the following issue(s) raised:

- In terms of the growing demand identified in relation to number of tickets being logged, further details were sought on the impact in terms of call wait times and also whether details were available on calls not completed . In response, Fabio Negro confirmed that these metrics were available with an outline of performance in relation to telephone support provided within section 4.11 of the report. Members advised they would be keen for future update reports to include details on performance relating to call wait times recognising the service improvement features being sought as part of the tender renewal process for the Service Desk Telephone Support Line Service (including providing an expected wait time to be connected to an engineer), enhancement of the Hornbill call management and triage system and also anticipated increase in calls logged during the laptop refresh project.

Having considered the service performance update, the Chair than invited Fabio Negro to introduce the updated STS Strategy 2024-26 to the Joint Committee for formal approval and adoption.

In presenting the STS Strategy the following key areas were outlined:

- The journey undertaken by the STS since the previous Strategy had been reviewed, focussed around building a sustainable shared service, improving stability and delivering continuous improvement supported by specific case studies from each member authority.

- The core elements of IT and Digital technology functions managed across the STS for all partner authorities along with breakdown of services managed within each Council.

- The core values identified by the STS in seeking to serve the partners they supported focussed around collaboration, improve, care, serve and openness.

- The vision for the STS to deliver an outstanding and leading public sector technology service for the benefit of its organisations supported by a mission "to provide a secure, reliable and cost-conscious service which always strives for improvement, enabling partners digital ambitions".

- The outline of key challenges faced by the STS in seeking to deliver the Strategy including financial pressures, change in working patterns, climate emergency and need for services to become more sustainable, pace of technological change (including AI, cyber security) and increased reliance on data, integration and focus on customer experience.

- The ongoing focus within the Strategy in maintaining a collaborative partnership approach between the STS and partner authorities.

- The key areas of focus within the Strategy relating to financial value, cyber security, service and technology, wellbeing and environment along with the

challenge, objectives and commitments identified across each area in relation to ongoing delivery of the STS and future service development in support of the overall vision and mission identified.

The chair thanked Fabio Negro for the outline provided in relation to the Strategy with comments then invited from members and the following issues raised:

- In noting that the pace of technological change had been identified as a key challenge in seeking to develop the new Strategy, further clarification was sought on the way this had been reflected within the Strategy to provide the necessary flexibility, particularly recognising the nature and pace of change in digital technology. In response, Fabio Negro advised this had been recognised as an ongoing challenge within the service with the Technology Road Map having been developed in response and subject to annual review and refresh to ensure significant changes in the landscape could be reflected and planned for moving forward.

  In support of the approach identified as a means of being able to plan, adapt and evolve the Road Map, members advised they were keen to ensure that the Strategy remained as flexible as possible with any update or changes agreed as a result subject to review and monitoring through the Joint Committee. In responding, Fabio Negro advised that the need to build in regular progress checkpoints and updates on delivery and any changes in the Strategy had already been recognised by the STS moving forward, in order to reflect progress on development of the future Technology Investment Plan and refresh of the Technology Road Map.

- In recognising and welcoming the reference to delivery of social value included within the Strategy, members highlighted a need to ensure this approach was maximised in relation to not only the procurement process but also in terms of broader benefits such as engagement with local businesses, the delivery of employment and training opportunities and also digital inclusion.

  In seeking to further develop this as an overall approach, members also requested that as part of a future update for the Joint Committee an outline be provided on the broader social value deliverables across each partner authority through the services being delivered by the STS and how these also linked to the key strategic corporate priorities identified by each Council.

- The need identified to ensure the impact and lessons learnt from incidents relating to service delivery were also reflected as part of the approach outlined within the Strategy relating to Service and Technology. As an example, reference was made to a recent incident involving a Firewall update which had impacted on a public committee meeting without advance notice being provided to the partner authority. In recognising the political and reputational impact, members therefore sought reassurance that the Strategy would include the ability to reflect on lessons learnt from these type of incidents including the need to develop appropriate communication plans, which members were advised had already been recognised by the STS.

As no further comments were raised in relation to the STS Strategy, the Chair then moved on to invite Ciaron Weldon (as Chief Information Security Officer for the STS) to present the STS Cyber Security Strategy 2024-26 for which approval was also being sought from the Joint Committee.

In presenting the Cyber Security Strategy the following key areas were outlined:

- The key challenges identified in relation to addressing cyber security across the STS partner authorities with a key focus based on the controls in place to protect and react against cyber threats and protect not only each Council but also their customers and residents.

- The purpose and scope of the Strategy, recognising the scale of digital transformation activity and emerging technology and need to provide and embed robust information and cyber security measures.

- The key building blocks involved in developing the Strategy at basic, foundation and organisational levels

- The review of assets and vulnerabilities undertaken in seeking to develop the Strategy, alongside the outline of threats identified both internally and externally and strategic approach developed in response in seeking to mitigate against the threats and risks identified. This had included enhancements to the STS Cyber Security resource and initiation of a 3rd party security operations centre service to support the ability to detect and respond to cyber security related incidents in real time along with the establishment of a cyber security vulnerabilities team all aligned with the National Cyber Security Strategy.

- The key areas of activity identified within the Strategy and Implementation Plan which had been designed to recognise the different levels of maturity and capacity in relation to the approach within individual partner authorities, focussed around:
  - ➢ DETECT – which had involved the STS developing the ability to detect, on a pre emptive basis, potential cyber events based around an approach involving asset management, baseline establishment, threat intelligence and continuous monitoring,
  - ➢ DEFEND – which had involved STS developing the means to defend against evolving cyber threats, respond effectively to incidents, and ensure networks, data and systems were protected and resilient.
  - ➢ DETER – which had involved STS detecting, understanding, investigating, and disrupting hostile activities against the service.
  - ➢ DEVELOP – which had involved STS developing a coordinated and tailored approach to risks and threats encountered and mitigating against potential vulnerabilities.
  - ➢ REACT – which had involved STS in developing sufficient controls to respond to any attacks including the organisational channels and processes required to make efficient decisions further protect data and limit any scope of attack.

- The supporting activity to provide ongoing assurance on the effectiveness and robustness of the STS arrangements to delivery IT security along with key roles and responsibilities outlined within the Strategy aligned with the cyber assurance framework.

The chair thanked Ciaran Weldon for the outline provided in presenting the Strategy with comments then invited from members and the following issues raised:

- Members welcomed and supported the approach and focus outlined within the Strategy in seeking to address and mitigate against the key cyber security risks identified balanced against the business needs of each partner authority. Further details were sought on the process involved in seeking to monitor and assess trends and threats being identified, which members were assured included continuous review and engagement with key stakeholders including the Council's 3rd party security operations centre service and National Cyber Security Agency.

- In response to details regarding the management and mitigation of potential cyber security risks associated with the use of systems by 3rd party suppliers, members were advised and noted the approach adopted in seeking to ensure suppliers were aligned with the necessary STS and individual authorities cyber security requirements.

- Further details were sought on the Emergency Planning Cyber exercises which it was noted had been held across all three partner authorities and members were advised had been focussed across a range of command level participants and services and the arrangements to enhance business continuity and contingency planning process. Workshops focussed on lessons learnt to facilitate efficient resource and outcome sharing among STS and partner organisations had also been held, with members keen to ensure these exercises in future also involved the opportunity for councillor involvement.

- In noting the number of security related risks which had been identified within the top risks listed for the STS in section 6.2 of the STS Performance Update report, members felt it would be useful to include a more strategic overview (including relevant mitigations) as part of future updates on trends in relation to the current risk level scores.

- As a a final issue, members advised (as with the STS Strategy) they would also be keen to ensure any update or changes agreed in relation to delivery of the Strategy were subject to review and monitoring through the Joint Committee with progress updates also provided at relevant stages in delivery of the Strategy.

As no further issues were raised, the Joint Committee completed their consideration of the update report. The Chair thanked officers for the updates provided and it was **RESOLVED**:

(1) To note the update provided and actions being taken in relation to the ongoing performance and delivery of the Shared Technology Service, as detailed

within the report along with the briefing provided on the response to the CrowdStrike incident (as detailed within Appendix 1 to the report) and review on the Laptop Refresh Project procurement process (as detailed within Appendix 2 of the report).

(2) To approve adoption of the STS Strategy 2024-26 as detailed within Appendix 3 of the report.

(3) To approve adoption of the STS Cyber Security Strategy 2024-26 as detailed within Appendix 3 of the report.

(4) To agree as further actions related to (1) – (3) above:

(a) The provision of details within future update reports on STS performance relating to metrics associated with STS call wait times and also a more strategic overview in relation to trends association with key risks identified within the STS Risk Register.

(b) that the Joint Committee continue to be provided with monitoring updates on delivery of the both the STS and STS Cyber Security Strategies 2024-26 including any changes agreed as a result of their ongoing review and implementation.

(c) that a future update be provided for the Joint Committee on the broader social value deliverables being delivered across each partner authority arising through the services being delivered by the STS and how these were also linked to the key strategic corporate priorities identified by each Council.

7. **Date of Next Meeting**

Members noted the following dates scheduled for future meetings of the Joint Committee during 2024-25 Municipal Year:

- Tuesday 18 March 2025 at 6pm – to be held online chaired by the London Borough of Lewisham.

8. **Any Other Urgent Business**

None identified.

9. **Exclusion of Press and Public**

At this stage in proceedings the Chair advised that she intended to move into closed session for the remainder of the meeting in order to consider a separate report for the Joint Committee providing updates on the Cyber Security status, threats, and mitigations in relation to the Shared Technology Services (STS).

Given the commercially sensitive nature of the details contained within the update, the Joint Committee were advised that the report would need to be considered in closed session which would require the Joint Committee to pass a formal resolution excluding the press and public for consideration of the item.

It was therefore **AGREED** that that under Section 100A (4) of the Government Act 1972 the press and public be excluded from the remainder of the meeting for consideration of the following item on the grounds that it would involve the disclosure of exempt information as defined in paragraph 3 (information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12A of the Act (as amended).

10. **Shared Technology Service Cyber Security Update Report**

Fabio Negro (Managing Director - Shared Technology Services) then introduced the update report in relation to Cyber Security status, threats, and mitigations for the Shared Technology Service (STS). In considering the report members noted:

- The outline of events impacting on STS along with an update on current threats and mitigating actions in relation to the following key areas of activity as detailed within section 3-7 of the report – Defend, Deter, Develop and React.

- The outline of future plans being developed in relation to the STS Cyber Security Strategy, as detailed within section 8 of the report, which had included a project focussed on future laptop design (now in delivery phase) as well as work to develop the plans for implementation of Microsoft's biometric authentication method for logging into devices and replace current web-filtering solutions.

The Chair thanked Fabio Negro for his update with additional clarification provided for members in relation to the following issues raised:

- The background and resolution of recent cyber security events impacting on the STS across each borough, including the costs and resources involved in dealing with incidents.

- The approach being developed towards the use of biometrics as a potential security feature across individual partner authorities, on which a further update was requested at a future meeting of the Joint Committee including proposals for an appropriate communication plans.

- The approach being developed to monitor the evolving nature of risks and threats and ensure the necessary mitigations and business continuity and resilience arrangements were place across each partner authority, as part of their incident response planning process.

As no further matters were raised, the Joint Committee completed their consideration of the update report. The Chair thanked Fabio Negro and Ciaran Weldon for the details provided and it was **RESOLVED** to:

(1) note the update and actions being taken as detailed in the report.

(2) To request (in view of the issues highlighted during the meeting) a future update was provided for the Joint Committee on the approach towards the use of biometrics as a potential security feature on devices to be included within

the laptop refresh programme including a focus on the communication plans being developed for users.

The meeting closed at 7.07 pm

COUNCILLOR STEPHANIE CRYAN
Chair

Joint Committee of the London Boroughs of Brent, Lewisham and Southwark - 26 November 2024

	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 26 November 2024
Brent	**Report from the Managing Director of Shared Technology Services**

Shared Technology Services Update

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part exempt: Appendix 1 - STS Risk Register is classified as exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
No. of Appendices:	Four Appendix 1(exempt): STS Risk Register Appendix 2: IAA Revisions Update 2025 Appendix 2: Social Value Procurement update Appendix 3: Good Things Foundation publication
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Fabio Negro Managing Director of Shared Technology Services Email: Fabio.Negro@sharedtechnology.services

1   Purpose of the Report

1.1   This report provides an update on Shared Technology Services (STS).

2   Recommendation(s)

2.1   The Joint Committee is asked to:

- To note the progress taken across the various areas in the detail of the report.
- To note the changes to the Inter-Authority Agreement
- To note the Social Value report

3 Summary

3.1 In this reporting period (November 2024 to January 2025), SLA performance for priority 3 (P3) operational incident issues has improved by around 5% and priority 4 (P4) operational request calls SLA has been maintained within the SLAs in the main.

3.2 STS have achieved the second lowest amount of open issues and requests for staff since the inception of the shared service, furthermore despite having the largest user base on record.

3.3 STS have introduced a new Customer Experience survey to gain improved feedback on customer interactions.

3.4 STS have reprocured the Telephony ServiceDesk with tighter service levels which is due to start on the 1st of April.

3.5 Recent Audit reviews have been positive, with the lowest amount of outstanding audit actions remaining.

3.6 New Procurement Act in effect from February onwards.

3.7 Laptop projects underway for Brent, Southwark business case approved.

3.8 A new 3rd party Security Operations Centre went live at the end of January for all three councils.

3.9 A new vulnerability management tool was purchased for laptops to give better insights and automated deployment with future Joint Committee Cyber Updates to provide greater detail.

3.10 Savings have been agreed for 2025/26, and conversations for further savings requirements for 2026/27.

4 Service Level Performance

4.1 For the purpose of this report, we have created a section reflecting on Service Levels and broken them down into each of the areas to allow us to provide a better narrative around our performance.

4.2 In this reporting period (November 2024 to January 2025), SLA performance for priority 3 (P3) operational incident issues has improved by around 5% and priority 4 (P4) operational request calls SLA has been maintained at the same level compared with the previous reporting period. This has come along with a

reduction in open calls (please see the next point) and these together show good progress in overall operational performance.

While STS engineers have worked hard to achieve this improvement, it is also acknowledged that the much-improved collaboration between STS engineers and Node4 engineers (our telephone support line providers) and integration of ITSM systems has led to significantly higher first-time fix rates when users call the support line leading to further improvement in SLA performance.

4.3   The chart below shows the number of open calls in STS operational queues over the last 15 months. We are committed to reducing this number. From November 2023 through to January 2025, there has been a decrease of over 950 calls. In this reporting period alone, (November 2024 to January 2025), there has been a decrease of over 400 open calls. While demand does drop over the Christmas period, there is always a post-Christmas bounce in demand as users returned to work, but importantly we have been able to maintain open call numbers at a steady level, and as we go forward, we expect to bring those numbers down further (and we have already seen that in February).

There are several reasons why STS has been able to reduce numbers with improvements in underlying infrastructure bear fruit through less major incidents affecting our users. We have also increased our onsite engineer headcount in Southwark due to extra investment from the council, and that has seen a significant drop in open calls there.
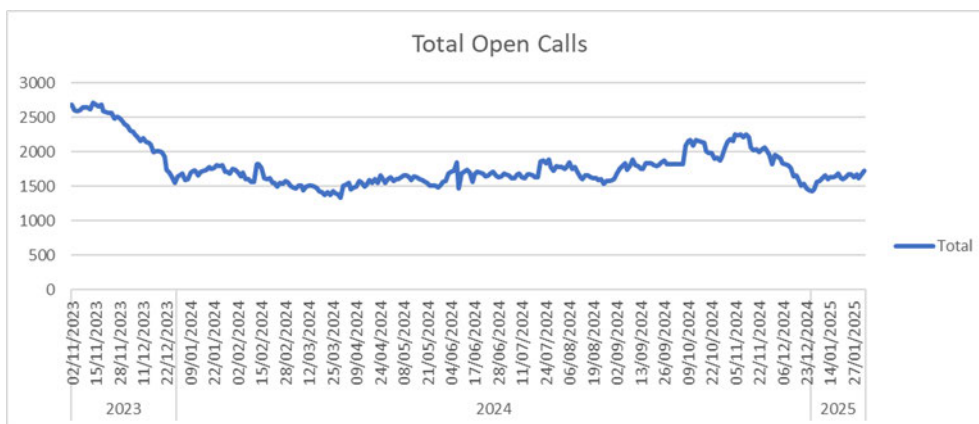

4.4   STS continue our drive to close aged tickets in the STS operational queues. The total of open calls raised before 2024 in the operational queues stands at 11 (compared with 20 in the last report), and the chart below shows the date distribution of those calls. Most of the aged tickets from pre-2024 are project-related requests where upgrades are needed. These are reviewed every Friday at the STS Service Delivery Board. The total of open calls raised during 2024 stands at 374 – the great majority of current open calls were raised in 2025.

Open Calls by Date Raised
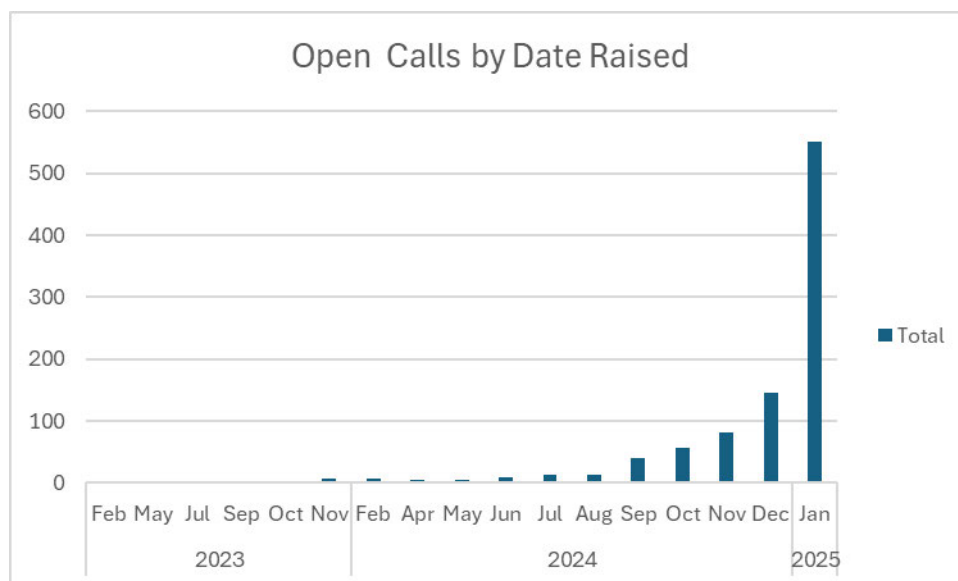
4.5 Since April of last year, we have seen a growing demand on our services with the number of tickets logged into STS queues increasing. Below you will see a graph which identifies the trends of logged tickets into STS queues over the last 3 years and into 2024. It is worth noting that the number of supported users has grown from 10,500 users in 2020 to 12,500 in 2024.

The trend shows that at the beginning of the year, although despite the 15% increase in the user base, we had fewer calls logged than in previous years, but from mid-year onwards, demand increased in line with previous years, before dropping off during the Christmas period.

As we enter 2025, we have the major SD-WAN infrastructure project and the end user compute laptop refresh project that will have impacts on demand. In the first few months, there may be an expected rise in demand as users get to grips with new laptop devices and a new operating system (Windows 11), but as we expect a more performant and reliable user experience from the laptops allied to the network bandwidth and speed performance improvements from SD-WAN, there should be a reduction in user demand in the second half of the year. The rollout of the F5 VPN software with the new laptops should also lead to a fall in calls related to remote network connectivity issues faced by users.
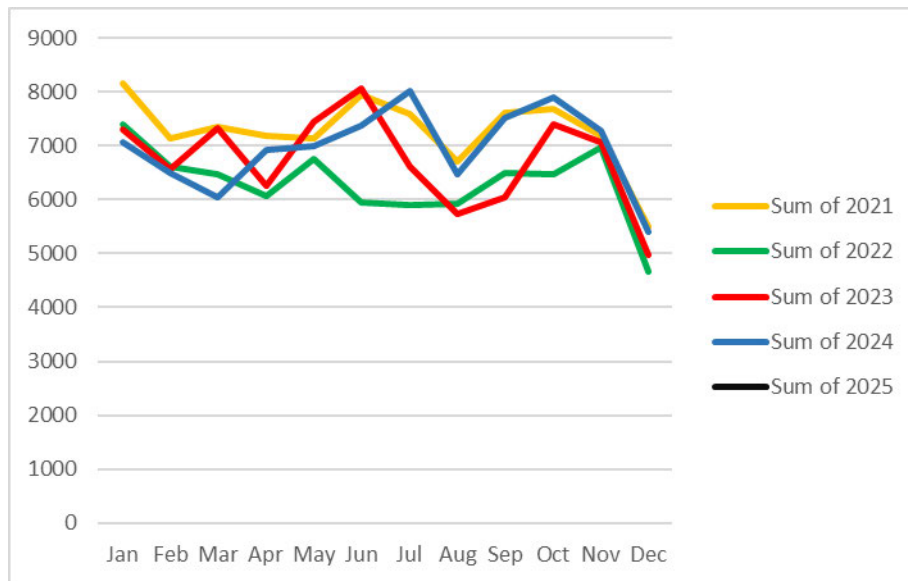
4.6   Priority 1 - Major Incidents

4.6.1   A Priority 1 is classed as a major incident and is defined as an incident that results in the unavailability of or significant degradation to an IT service used by an entire council or councils or the unavailability or significant degradation of a service impacting upon a whole department, a significant number of users or an entire site or an unavailability or degradation of a critical (Tier 1) business application/service.

4.6.2   In this reporting period (November 2024 to January 2025, there were five P1 incidents related to STS infrastructure, four of which were resolved within SLA. The below graph shows the number of STS infrastructure-related P1 incidents in the last 13 months.
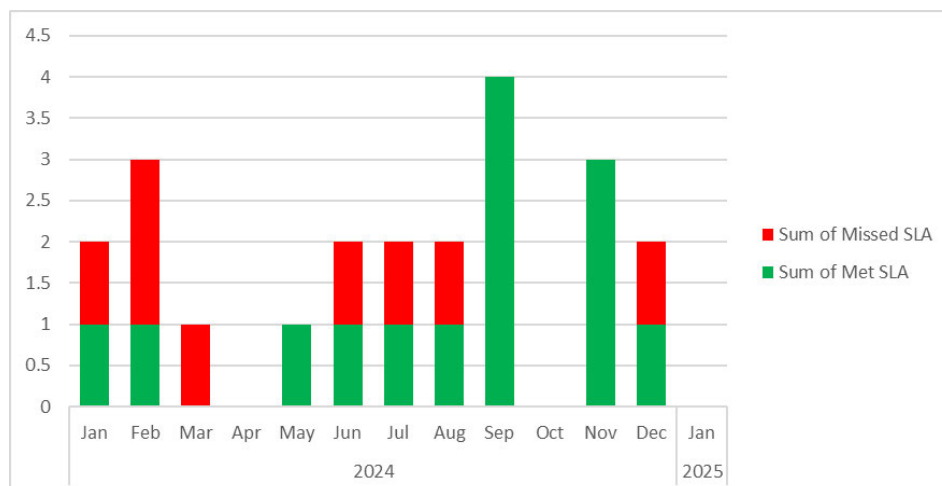
4.6.3   The SLA target for P1 incidents is three or fewer per month – in the last 12-month period, there were 20 STS infrastructure-related P1 incidents at an average of 1.7 per month, so overall well within the SLA target. Month-on-month we are seeing a reduction in the average number of P1s – while the downward

increments may be small, they are steady and being maintained. This is largely due to the infrastructure improvements listed below. With the continuing SD-WAN project improving the performance and reliability of the network links between our offices and the laptop refresh project beginning now, it is expected that the average of P1 incidents per month will continue to fall.

There has been a considerable amount of infrastructure change in that 12-month period, including:

- All three councils replaced the Wi-Fi in the head offices.
- Southwark replaced the network switch infrastructure in Tooley Street.
- New core firewalls have been introduced.
- Migration of mobile phone estate to O2. Brent and Lewisham migrated from Vodafone to O2 and additional controls have been placed around all three councils to avoid toll fraud.
- Due to a Cyber risk, we have replaced the remote access solution for all three councils (from an On-premise Ivanti system to cloud-based Azure App Proxy). The remote access solution is typically used by third parties that support our line of business applications and infrastructure.
- Migration of 4600 Southwark laptops from an old Microsoft solution to F5 VPN for remote connectivity (working away from council offices or when on Wi-Fi within council offices). This has improved the performance for remote working with connecting to the council network and data transfer times being significantly faster.
- Ongoing expansion of Azure cloud services usage.
- OneDrive migrations (Moving users' home folders from on-premise data storage into Microsoft 365 cloud storage).
- Upgrading server operating systems and, in some cases, upgrading applications that may be hosted on those servers.

4.6.4 With every major incident that occurs the shared service produces a comprehensive Major Incident Report detailing the impact, timelines, root cause analysis and lessons learned. These reports are distributed to the affected partners and review meetings are held when appropriate or requested.

4.7 Priority 2 - Serious Issues

4.7.1 A Priority 2 is a serious issue is defined as an incident that results in either unavailability or degradation of a service which, whilst material, does not meet the threshold for a P1 (Tier 2).

4.7.2 There were 23 P2 calls raised in STS Hornbill operational queues during this reporting period. The target SLA is 30 or less per month – our average for this period is 8 per month (compared with 30 for the previous reporting period at an average of 7.5 per month). The chart below shows the service categories that the P2 incidents were logged against in this reporting period:
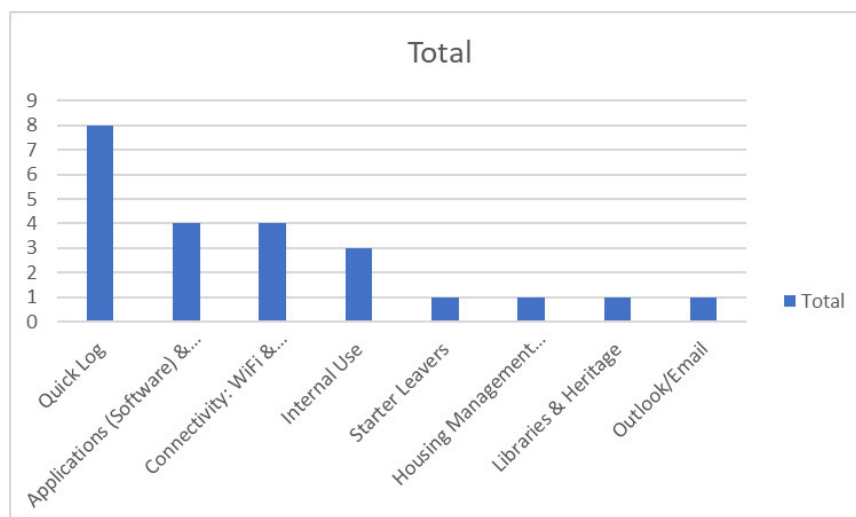
4.7.3   The downside is that having so few P2 incidents means that reaching the SLA resolution target of resolving 95% in 8 hours or less can be challenging as only one call failing to meet that 8-hour limit means the entire monthly SLA fails. To combat this, we have put in place a mechanism by which as soon as a P2 incident is logged in Hornbill, a notification email will be sent to the STS senior leadership team members to ensure focus is centred on that incident in a timelier fashion.

4.8   Priority 3 – General Issues

4.8.1   A Priority 3 issue is defined as one that results in a partial loss of service or functionality with no or limited business impact and for which a workaround may be available.

4.8.2   P3 incidents are far and away the most common type of incident as these will generally relate to issues experienced by individual users. The target SLA is to resolve 90% of P3 incidents within two working days.

4.8.3   9,792 P3 incidents were logged into STS operational queues (10,148 overall into all STS queues) during this reporting period, with an overall SLA performance of 85% (compared with 82% in the previous reporting period). Improved first-time fix rates through the Node4 telephone support line and increased engineering resources in the Southwark onsite team have contributed greatly to this improvement. While we have not quite reached the target SLA of 90%, we are on an upward curve and will expect to reach the target this year. The top categories are generally the same over time.

4.8.4   The top call raised categories for Priority 3 calls logged in STS Hornbill operational queues during this reporting period are shown below in both chart and table formats. The top categories are generally the same over time, but we are getting more serious laptop hardware faults as we now have an ageing laptop estate ahead of the laptop refresh in 2025.
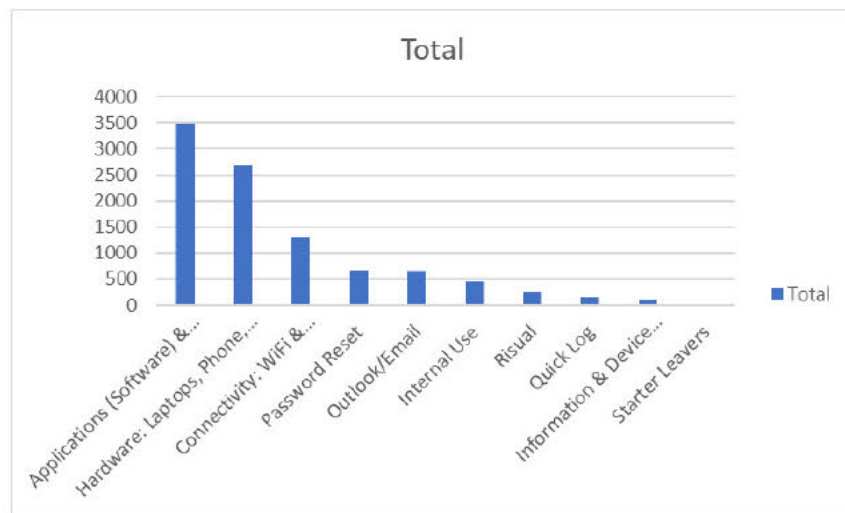
Category	Total Calls
Applications (Software) & Systems	3491
Hardware: Laptops, Phone, Printers & Monitors	2687
Connectivity: WiFi & Network	1291
Password Reset	661
Outlook/Email	651
Internal Use	449
Risual	253
Quick Log	144
Information & Device Security	103
Starter Leavers	32

4.9   Priority 4 - Service Requests

4.9.1   A Priority 4 request is defined as a request for standard service or catalogue item. The target SLA is to resolve 80% within 5 working days (although SLA can be negotiated with the user logging the call depending on the nature of the request e.g. a request for a new network link to a site to be installed – this can take several months).

4.9.2   More typical requests are for applications to be installed onto a laptop, or a request for new kit such as a mobile phone.

4.9.3   In this reporting period there were 5,831 P4 requests logged into STS operational queues (6,395 logged into all STS Queues), with an overall SLA performance of 89% compared with the previous reporting period figure of 90%. We have broadly maintained SLA performance in this reporting period and are continuing to comfortably exceed the target SLA of 80% in each of the partner councils. The chart and table below show the top categories in which P4 calls were logged in this reporting period. The top categories are generally the same over time, with application install requests and email-related requests e.g. setting up shared mailboxes leading the way.
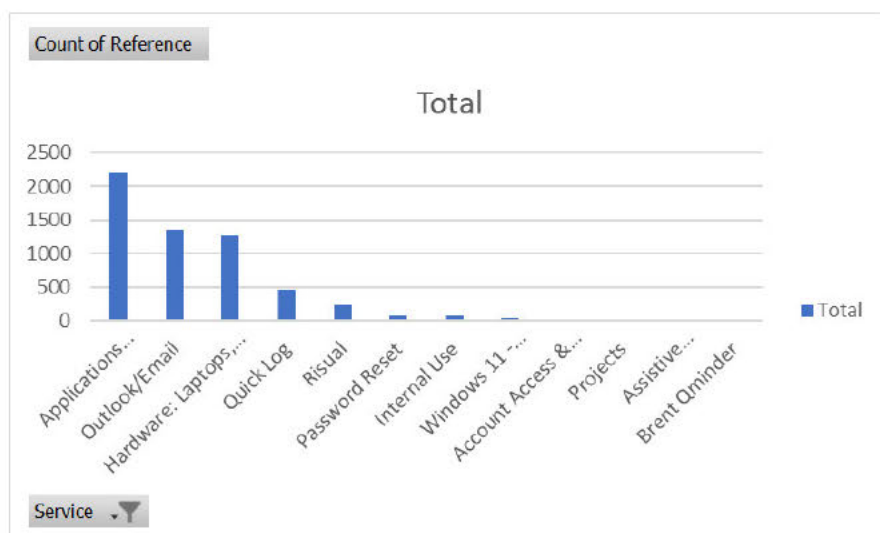
| Row Labels	Count of Reference
Applications (Software) & Systems	2215
Outlook/Email	1351
Hardware: Laptops, Phone, Printers & Monitors	1264
Quick Log	464
Risual	233
Password Reset	79
Internal Use	71
Windows 11 - Laptop Refresh	37
Account Access & Extension	33
Projects	21
Assistive Technology for Specific Accessibility Needs	14
Brent Qminder	10
Grand Total	**5792**

4.10   Onsite support

4.10.1   The onsite teams across the three partner councils typically take care of three major functions:
- Local on-site support in the main partner offices (Brent Civic, Lewisham Laurence House and Southwark Tooley Street).
- Non-main office site support. Between them the three councils have around 230 office sites that STS manages network links to.
- Starters, Movers and Leavers (SMaL) acceptance and processing.

4.10.2   The on-site service for face-to-face visits by users is now covering standard BAU hours of 08:00 to 18:00 without any break as we strive to improve the user experience further. This service is provided at the Councils' main offices of Brent Civic Centre, Lewisham Laurence House and Southwark Tooley Street.

4.10.3   The QMinder system allows us to provide a controlled queueing and notification mechanism for those users needing face-to-face support. The statistics for this reporting period (November 2024 to January 2025) produced by QMinder show that across the three main partner locations:

- There were 4,571 visits – an average of 1,524 per month (compared with 6,134 in the previous reporting period at an average of 1,534 per month) – the graph below shows visitor distribution by location.
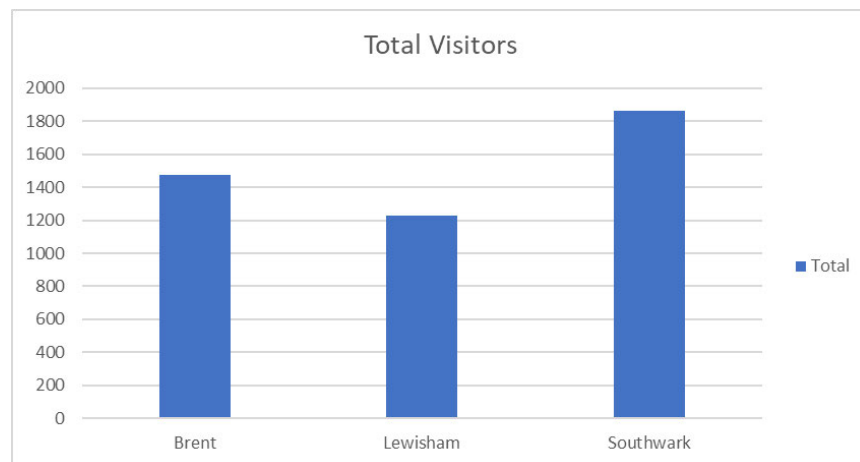
- There was a significant reduction in customer waiting time with an average wait time of 16 minutes (compared with 27 minutes in the previous reporting period), across all sites. Part of this is due to the increased engineer presence at Southwark Tooley Street where demand is highest.
- Across all sites, an average service time of 32 minutes also showed a reduction (compared with 35 minutes in the previous reporting period).

4.10.4   Reasons for users visiting the onsite support teams are broadly similar with the categories for each council below.

| Brent Onsite Support	
Sum of Wi-Fi/Network Issues	153
Sum of Broken Laptop/ phone	19
Sum of Applications	83
Sum of New Starters/Leavers/Movers	288
Sum of Laptop/iPhone Hardware Repairs	560
Sum of IT Accessories	247
Sum of Hardware	7
Sum of Password/Account Locked issues	119

Lewisham Onsite Support	
Sum of Laptop/iPhone Hardware Repairs	371
Sum of Laptop/iPhone Return - Leaver	35
Sum of Laptop/iPhone Collect -Starter	156
Sum of Wi-Fi/Network Issues	199
Sum of Lewisham Homes Support	6
Sum of Applications	147
Sum of Password Reset	86
Sum of Other	221
Sum of Hardware	10

| Southwark On-site Support	
Sum of Laptop/iPhone Hardware Repairs	551
Sum of Laptop/iPhone Return - Leaver	48
Sum of Laptop/iPhone Collect -Starter	350
Sum of Wi-Fi/Network Issues	179
Sum of Applications	214
Sum of Hardware	21
Sum of Other	388

4.11 Telephony Support

4.11.1 Node4 are our telephone service provider for our IT Helpdesk. When staff ring the IT Service Desk number, it is answered by engineers from Node4, who act on behalf of the three councils. We have given them the access permissions to be able to resolve tickets on our behalf. We have also provided them with the scripts needed to understand our configuration and improved collaboration between STS and Node 4 engineers with greater knowledge sharing has led to significantly higher first-time fix rates in this reporting period.

The table below shows the first-time fix rate performance.
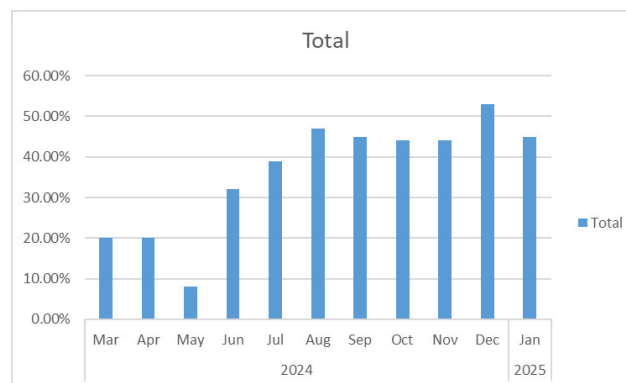
4.11.2 With Node4 acquiring Risual (our previous provider), we now have a much more feature-rich IVR system for greeting users when they call the support line. Now, when a user calls, they will be given their position in the call queue (if there is a queue) and also an average wait time. This allows the users to make an informed choice of waiting for an engineer or calling back later. This has led to an improvement overall in average call answer times. The below chart shows the average call answer time during 2024. In addition, Node4 will also be adding a call-back option shortly – if a call cannot be answered immediately, the calling user will be given an option to hang up but be given a call back when an engineer becomes available. This will be a really useful enhancement to the service. With Node4, we will also be exploring possible self-help options and AI-driven responses to further enhance the service.

Averaga Call Answer Time (in seconds)
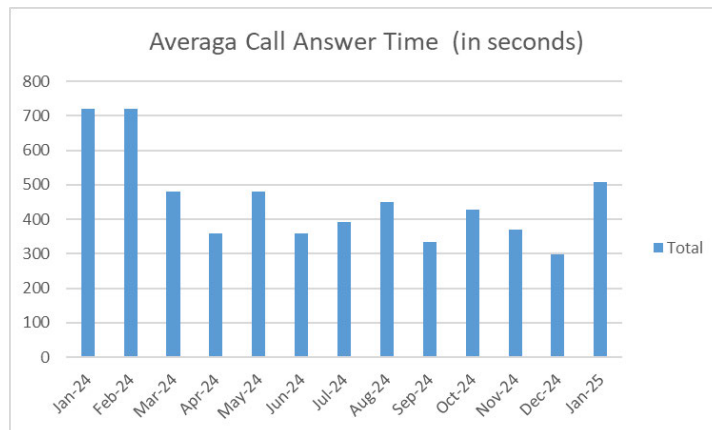
4.11.3 We have engaged with Node4 to add an integration that allows Node4 to carry on logging tickets into their Microsoft Dynamics ITSM tool, but this will then use an API to automatically log a ticket into our Hornbill system. This will allow us to have a clearer picture of how many calls are being logged and resolved by Node4. This integration was completed in this reporting period. The table below shows the volume of tickets logged by Node4.

Total
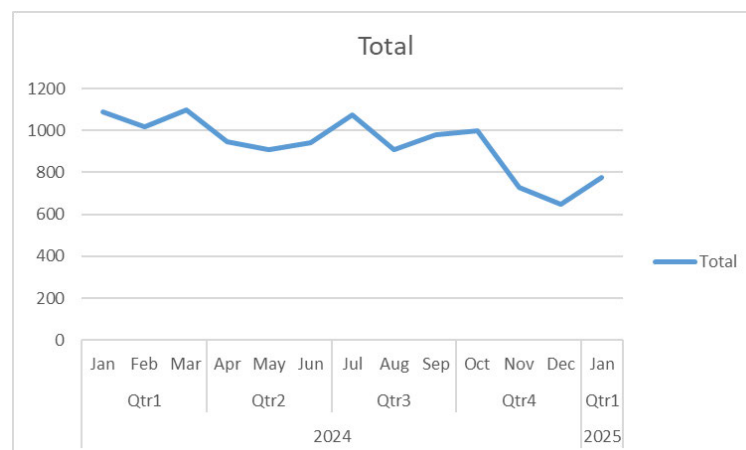
4.11.4 Service Desk Telephone Support Line Tender. With the contract for the service desk telephone support line due to expire on March 31st, 2025, back in July 2024 STS began the process of determining the set of requirements for the new contract and carrying out soft market engagement with a number of potential suppliers to understand possible options, approaches and indicative costs.

The basic contract covers a volume of calls of 1,250 per month during business hours plus 400 calls per annum outside of business hours. In addition, there is an SLA that 80% of telephone calls should be answered within 5 minutes. The partner councils expressed an interest to have some flexibility in improving performance, so in the new contract, there are also "bolt-ons" available at extra cost to allow any of the partners to choose tighter SLA's e.g. answer 90% of telephone calls within 5 minutes.

The tender bid evaluation process was completed in January and the incumbent supplier, Node4, has been chosen to provide the service from April 25 onwards for a further year with an option to extend for a second year.

4.12 User Satisfaction

4.12.1 As part of understanding how satisfied colleagues are with the service they have received from STS, since the start of the year we have a introduced a new Customer Satisfaction (CSAT) survey to replace the previous Net Promotor Score (NPS) based system. Please see section 5 (Continuous Service Improvement) of this report for a more detailed description of how CSAT works.

4.12.2 The CSAT survey results for January 2025 are shown below with an excellent average score of 4.5 out of 5.
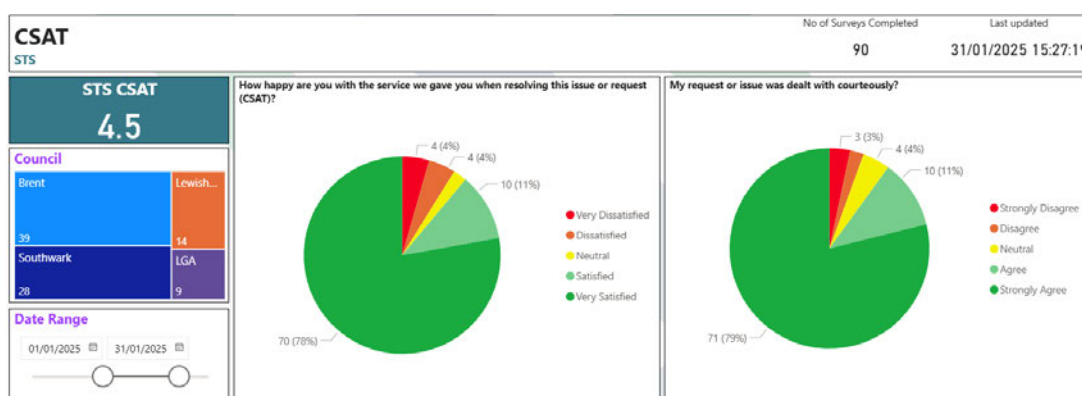
4.13 Overall Call Number Statistics

4.13.1 The shared service logged 38,853 tickets between November 2024 and January 2025 for all council application teams as well as the shared service (an average of 12,951 tickets per month) against 57,889 in the last reporting period, July 2024 to October 2024 (an average of 14,472 tickets per month). There was a drop in demand per month compared with the previous reporting period – this was primarily due to the expected quieter period over Christmas These tickets consisted of both incidents and service requests. This total is broken down by (previous reporting period numbers in parentheses).

- Shared Technology Services – 20,060 - an average of 6,687 per month (previous reporting period July 2024 to October 2024 – 29,965 - an average of 7,491 per month).
- Brent Applications Teams – 11,984 - an average of 3,995 per month, previous reporting period July 2024 to October 2024 – 18,208 - an average of 4,552 per month).
- Lewisham Applications Teams – 2,837 - an average of 946 per month, previous reporting period July 2024 to October 2024 – 4,427 - an average of 1,107 per month).

- Southwark Application Teams – 3,836 - an average of 1,279 per month, (previous reporting period July 2024 to October 2024 – 5,127 - an average of 1,282 per month).
- LGA Internal support – 122 – an average of 41 per month (previous reporting period July 2024 to October 2024 – 162 – an average of 41 per month).

4.14   Service Improvements

4.14.1 As we continue to improve performance against key SLA KPIs, we are also looking at how we can improve the customer experience. Some of the key actions around this are:

- We have removed the requirement for visitors to the on-site to log Hornbill calls prior to the visit. Our engineers will log calls on their behalf.
- We have introduced new signage in the form of a roller banner at the registration desk to guide users through the process of registering with the QMinder System
- We have also used the banner to publicise a QR Code/URL that users can access from their mobile devices to check how busy the onsite team is (how many visitors are in the queue) and what the average wait time is.
- Along with support from Facilities Management in Southwark, we are looking at how we can customise the onsite IT Support area to provide a more welcoming area with private booths/tables for engineers to provide the face-to-face support to our council colleagues. There will also be a dedicated reception welcome booth and waiting area with large screens to show queuing and wait-time information. When put together these areas will become the IT Support Hub presenting a much more customer-focussed approach and experience. Following what should be a successful trial period, we will look at how we can implement this to the best effect in the other partner councils recognising that there may be some accommodation constraints that may require some design changes.

4.14.2 We have also introduced a reception/concierge officer to greet colleagues when they visit the on-site team in Southwark (position currently funded by Southwark). This post is responsible for the management of the reception hub and will provide a rapid triage service to ensure we understand the nature of a user's and so hopefully can resolve faster. It will also allow us to provide a very quick service for those visitors that have attended but do not need to see an engineer e.g. they may be there just to pick up something simple like a laptop bag or a spare set of headphones. Also, currently funded by Southwark, we now have a VIP support engineer who focusses on providing enhanced and rapid support to executive staff, key stakeholders and councillors as required. These two additional posts could potentially be considered for the other partners as well subject to funding and approval.

4.14.3 As noted earlier, we have improved the telephone support line user experience by introducing additions to the IVR options:

- Queue position
- Average wait time
- Coming shortly will be a callback option

4.15   Hornbill Call Management

4.15.1 Hornbill call triage. We continue to look at ways of improving our call triage times. Triaging a newly logged ticket involves:

- Ensuring the call has been logged under the correct type i.e. Incident or Request as this determines the automatically assigned priority which in turn defines the call resolution SLA.
- Checking sufficient information about the issue or request has been given and if not update the call asking the user to provide the necessary details.
- Assigning the call to the correct team for further investigation and resolution.

While there is no specifically defined call triage SLA or KPI, STS aims to assign calls to teams within 20 minutes of submission. Triaging has been improved dramatically by using workflows within Hornbill to assign calls automatically to the correct resolver team, where any further manual triaging can be carried out. This has also had a positive impact on our overall SLA performance.

4.15.2 Hornbill Call Escalation. We have refined the Hornbill call escalation process for users to be able contact us about the progress or management of a ticket they have raised with us. It should be noted that escalations should only be used if the call resolution time SLA has been, or is close to being breached, or if it is believed that a call has been given the wrong priority level. There are 4 stages of escalation:

1. Contact the engineers assigned to the call via the Hornbill portal or call the engineer directly.
2. Email the IT escalation mailbox. This mailbox is monitored by a team leader who will investigate and aim to resolve your incident, request or complaint.
3. Email the STS Service Desk Manager.
4. Email STS Head of Operations & Service Desk Manager

Complaints can also be directed to the STS Head of Operations. In addition, we also have a VIP category of users within Hornbill. This category is limited to those users who have critical functions within the council and may require calls to be expedited to avoid a negative impact on the business. The triage queue is monitored for VIP calls and then assigned immediately to an engineer who is also informed of the newly raised call.

5   Continuous Service Improvement

5.1 The Service Improvement Team delivered a new process mid-December to ascertain our user satisfaction with the IT service provided to them, having raised an issue or request with us.

5.2 This has replaced the previous solution, which was somewhat difficult to discover and respond to, resulting in fewer and fewer responses. This was based around Net Promoter Score (NPS), used mainly by Marketing and PR teams to promote a company's product or service; not something that an internal IT department in public sector is necessarily focussed on.

5.3 This new solution, upon the 'resolution' of the ticket, asks users directly in the email to rate the service that they experienced. An example of the email below:

5.4 Upon clicking on one of the five options, a web form is opened, pre-populating the user's email address, the ticket reference number and their rating, and asks one further question related to the courteousness of our staff:

1. Your call reference number (starts with SR or IN) *

    IN01329223

2. What is your email address? *

    ████████████████████

3. How satisfied are you with the service you received with this issue or request?
    *

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
	○	○	○	◉	○

4. My request or issue was dealt with courteously. *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	○	○	○	○	○

5. Is there any other feedback you would like to provide?
Feedback is reviewed monthly and is collated separately from your Hornbill ticket. We may contact you for further details.

    Enter your answer

5.5 The user then has an opportunity to provide any further feedback / detail before finally submitting their feedback.

5.6 In the event that the user is unhappy with the service ("Dissatisfied" or "Very Dissatisfied"), the IT Service Desk leaders and the STS SLT are immediately notified of this via an email. The relevant IT Service Team lead will then investigate and contact the user to discuss further what happened, and how we can improve.

5.7 All feedback is scored using the worldwide standard Customer Satisfaction (CSAT) scoring:

Very Dissatisfied - scores 1
Dissatisfied – scores 2
Neutral – scores 3
Satisfied – scores 4
Very Satisfied – scores 5

5.7 An overall score of >4 is considered good. The calculation is as follows:

(Sum of all ratings received) / (Number of ratings received)

5.8 The first full month of feedback in January has resulted in the following CSAT scoring:

Brent
0　4.6　5

Lewisham
0　4.5　5

Southwark
0　4.4　5

STS Overall
0　4.5　5

5.9　Answers to the main question (How happy are you with the service we gave you when resolving this issue or request?), were broken down as follows:

4 (4%)
4 (4%)
10 (11%)

● Very Dissatisfied
● Dissatisfied
● Neutral
● Satisfied
● Very Satisfied

71 (78%)
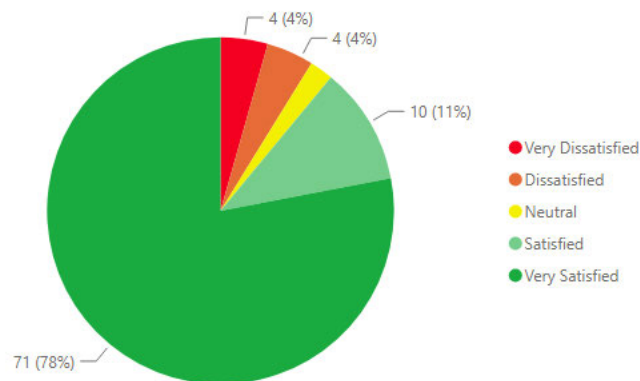
5.10　Answers to the second question (My request or issue was dealt with courteously), were broken down as follows:

3 (3%)
4 (4%)
10 (11%)

● Strongly Disagree
● Disagree
● Neutral
● Agree
● Strongly Agree

72 (79%)
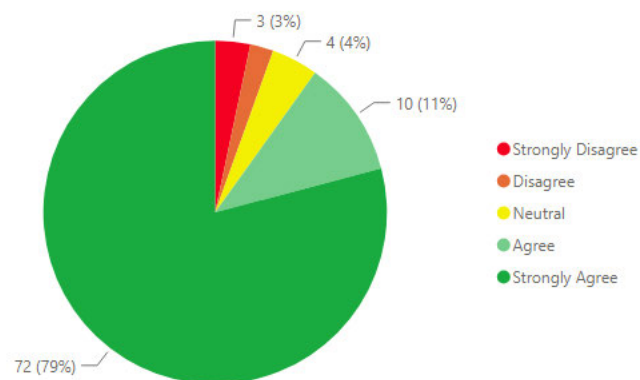
5.11　Whilst we would still like more users rating us (we average around 4,500-5,000 tickets raised per month), it is encouraging to see overwhelmingly positive feedback.

5.12　The table below shows all the positive comments received in January, anonymised:

Partner	Feedback
Southwark	███████, contacted me today and established what I required. N██ talked me through the process and was very clear, concise and at all time professional and polite. Thank you Ni██ for a seamless tutorial! All's up and running now. You have one happy colleague here! - ████████, Housing Finance Officer
Brent	C cable has now been replaced with a new one and working well. Thank you for your support with this.
Southwark	Clarity and speed of information to resolve the issue
Brent	Communication was good and issue dealt with quickly.
Lewisham	dealt with my request very quickly and professionally and kept me informed.
Brent	Excellent support from my Colleague in IT
Southwark	G███ was very polite and friendly. A pleasure and sorted the issue within 4 minutes. Thank you.
Lewisham	Great service, all issues resolved.
Southwark	I am really appreciative of the quick response time and action taken with regards to my request. The message has been tested and is up and running to notify service users. - Thank you ██████. I've had 2 fantastic results from you in the last 24 hours!
Southwark	I was given all information I needed and what I did not know about connecting to Wi-Fi
Southwark	██ was so helpful. He has the patience of a saint and worked on my connection for over 2 hours! Absolutely brilliant.
Lewisham	Many thanks for the swift response from K██. I felt my request was handled very well and was actioned in a timely manner.
Lewisham	M█████ is an asset to this organisation always so helpful, polite, an absolute pleasure experiencing his knowledge and professional interventions.
Southwark	M█████ was very helpful and actually attended site - which was very helpful as the worker who needed assisting is a receptionist - and we would have had to cover if they had to go to Tooley Street
Southwark	My query was resolved very quickly so thank you very much
Lewisham	Provided clear direction as to how I could resolve the issue which was clearly explained and was effective
Brent	Staff was very helpful, professional and patient with me
Brent	Thank you for all your support.
Southwark	thank you for speedy resolution!
Brent	Thank you for your support
Southwark	Thank you for your support. You were very kind, professional and understanding about my lack of IT knowledge. Have a good day.
Lewisham	Thanks R██ - appreciate the service! Very quick and efficient
Lewisham	Thanks v much for resolving this so promptly
Brent	The issue was sorted very quickly! Thank you very much!
Brent	The team ae great and always listen and help.
Brent	The young man ho resolved my issues did so quickly and professionally and was extremely polite
Brent	Very professional & polite service
Brent	Very Professional and courteous

5.13 The 8 Dissatisfied / Very Dissatisfied users had this to say:

Partner	Q1	Q2	Is there any other feedback you would like to provide?
Brent	Dissatisfied	Neutral	I wasnt aware ▮▮▮▮▮ access would be terminated - please reinstate as her contract has been extended
Brent	Very Dissatisfied	Strongly Agree	
Brent	Very Dissatisfied	Strongly Disagree	Just received email notification that issue is resolved when the faulty cable has not been changed. No one has been down to test or change the cable so how can the issue be recorded as resolved.
Lewisham	Very Dissatisfied	Strongly Agree	I appreciated the Teams call from ▮▮▮▮▮ to walk me through what I needed to do - I am dyslexic so I understand instructions when they are verbally communicated or demonstrated
Southwark	Dissatisfied	Disagree	Laptop was provided for new staff but no laptop bag. I provided a cost code but it still was not done.
Southwark	Dissatisfied	Neutral	My query has not been resolved. I called the number and left a message but received no reply.
Southwark	Dissatisfied	Strongly Disagree	Was told to raise another job under the same subject matter
Southwark	Very Dissatisfied	Disagree	Don't say I have "failed." Follow up request not acknowledged.

5.14 For each, we are endeavouring to learn more from the user experience. However, of interest is that 2 of the 8 users responded very positively to the second question relating to courteousness; one of which went on to praise our staff member for their personal assistance.

5.15 The processes and reporting are now in place, and the Service Improvement team will be seeking ways to promote users' feedback more frequently, so we can build a better service by listening and learning.

5.16 Finally, and equally as important: We now have direct user feedback praising team members, which can be communicated back to the teams regularly. IT Service is a difficult, often thankless role within an organisation, so this will help to re-balance some negative perceptions.

6   Risks

6.1 Our STS risk register is reviewed monthly by the Senior Leadership Team and uses Microsoft "Lists" so that it is available to all senior IT management in the partner Councils.

6.2 As requested at the last Joint Committee, we have included a full breakdown of our current Risk Register as an exempt appendix to this report (Appendix 1).

7   Audits

7.1 The last period has seen the following audits progress:

- Southwark Incident Management – Final report issued in November 2024 with a rating of "Substantial" for Design Opinion and "Substantial" for Design Effectiveness: the highest ratings achievable. There were no actions that resulted from this report.
- Southwark Change Management Review - Final report issued in December 2024 with a rating of "Substantial" for Design Opinion and "Moderate" for Design Effectiveness. One action was recommended from this report, which has since been implemented.
- Southwark Financial Reporting Review – We have received the draft report for this review and are now awaiting the final report.
- Brent IT Procurement Review – This audit has completed, and a meeting has taken place to talk through the findings. We are now awaiting the draft report.
- Brent Project Management Review – This review is currently underway.
- Southwark Cyber 3rd Party Supply Chain – A meeting is scheduled to determine the scope and Terms of Reference of this review.

7.2 The plan for FY24/25 audits was discussed on 18th March 2024 and is currently as follows:

#	Council	Proposed Audit Title	Outline description / reasoning	Proposed Timing	Circulated?	Status	Q1	Q2	Q3	Q4
1	Southwark	Financial Management	Monthly reporting, accuracy, timelines	Q3		Finsl report due				
2	Brent	Procurement	Review of procurement governance	Q3		Finsl report due				
3	Southwark	Incident Management	Across LBS and shadow teams	Q3	Sent 13th Nov	Closed				
4	Southwark	Change Management	Across LBS and shadow teams	Q3	Sent 17th Dec	Closed				
5	Lewisham	IT Application Security		Q3		Underway				
6	Brent	Project Management	Focus on STS PM processes, controls and reporting	Q4		Underway				
7	Southwark	Cyber 3rd Party Supply Chain	Including LBS Supply Chain	Q4		Scoping				
8	Lewisham	IT Support (not completed 23/24)	Assurance rated work on effectiveness of IT support in resolving user-reported issues.	Q4		Planned				
9	Lewisham	Starters and Leavers (not completed 23/24)	Wider LBL audit, with input from STS			To Schedule				
10	Brent	SLAM Process (not completed 23/24)	Following new Asset Management & Oracle development (Delayed), review of the SLAM processes and controls			To Schedule				
11	Brent	IT Application	Business line application (DB to propose)			To Schedule				
12	Brent	Performance and Availability monitoring	Scope to be confirmed with DB			To Schedule				

7.3 Recommendation Actions progress summary is below:

Open Audit Actions

Partner	Medium	Total
□ Brent		
3rd Party Supply Chain	1	1

7.4 Since the last report, 7 audit recommendations have been completed. In total, we currently have just 1 recommendation where actions are underway:

Partner	Audit	Task Name	Priority
Brent	3rd Party Supply Chain	Ref 7 - Redacted	Medium

8 Technology Road Map 2026 and Forward Plan

8.1 Below is the next 6-month view of our Technology Roadmap Projects (planned and in-flight):

Roadmap Project	Project Manager	Progress	Next Business Case	Project Start	Expected End
Future Laptop Design	Amy Todd	85%	Aug-23	Oct-23	Dec-24
Windows Server Refresh	Ken Ring	70%	Jul-23	Aug-23	Mar-25
Redacted	Ciarán Weldon	10%	Sep-24	Oct-24	Feb-25
Laptops Replacement Brent	Amy Todd	10%	Jun-24	Sep-24	Aug-25
Laptops Replacement Southwark	Amy Todd	1%	Sep-24	Jan-25	Sep-25
SDWAN	Amy Todd	20%	Oct-23	Dec-23	Jul-25
Laptops Replacement Lewisham	Amy Todd	1%	Jan-25	Mar-25	Sep-25

8.2 We are now in the 4th year of our current 5-year investment plan with the majority of the infrastructure transformation having been delivered. Over the next calendar year, we will upgrade all laptops to Windows 11 or, if the laptops are end of their useful life, replace them.

8.3 A future IT Modernisation investment plan is now being formulated for 2026-2030. We are planning joint workshops with partner councils to develop the strategy for this new plan. It is expected that the new plan will be presented to Joint Committee in the first half of next year.

9 Project Updates

9.1 Future Laptop Windows 11

Microsoft will end support for Windows 10 in October 2025. This project is part of STS transition strategy to ensure all systems and operations continue without interruptions or security risks linked to unsupported software and hardware.

9.1.1 Laptop refresh programme
- LGA - The pilot for new laptops running Windows 11 completed successfully with the deployment phase commencing 27/01/2025.
- Brent - The pilot for new laptops running Windows 11 started week commencing 10/02/2025.
- Lewisham – Draft business Case has been shared and is being reviewed.
- Southwark – The business case has been signed off, with the procurement phase now underway.

9.1.2. Biometrics is a feature of Windows 11. DPIA and EIA have been completed to provide reassurance that this is an optional feature and does not need to be implemented. The status for each borough is as follows:
Brent – Have completed the DPIA & EIA and have sign off from HR and Unions.
Lewisham – Have completed DPIA & EIA and are awaiting final sign off from HR & Unions.
Southwark – Have completed DPIA & EIA awaiting final sign off from HR & Unions.

9.2   Laptop Always On VPN

The council's remote working system, Microsoft Direct Access, was useful during the pandemic; however, it experienced speed and connection limitations. Additionally, Microsoft has announced that it will no longer develop this product. Consequently, a new solution, AlwaysOn VPN, has been introduced to provide seamless connectivity to all Microsoft services. This replacement addresses the existing limitations and aligns with Microsoft's future development direction, ensuring optimised performance and enhanced connectivity for the council's remote workforce.

9.2.1   Southwark's AlwaysOn VPN deployment was completed successfully in November 2023.

9.2.2   The deployment of AlwaysOn VPN has been incorporated into the LGA laptop refresh project and is currently being deployed with the new hardware running Windows 11.

9.2.3   Brent has successfully deployed AlwaysOn VPN to a small group of users for testing. AlwaysOn VPN is scheduled to be rolled out to laptops as part of the laptop refresh project pilot, starting week commencing 10 Feb 2025.

9.2.4   AlwaysOn VPN has been deployed to a larger pilot group in Lewisham, and STS are still collating feedback. A decision on will need to be made by Lewisham on how they will upgrade their laptop estate to Windows 11, which will dictate when and how AlwaysOn VPN is deployed.

9.2.5   VPN is a module of a wider group of security tools, Southwark have expressed their interest in Zero Trust Security, which we are exploring collectively, we are currently reviewing the marketplace for suitability.

9.3   Network Upgrades

The proposed solution involves implementing SD-WAN technology to replace the current dedicated leased line site-to-site circuits. SD-WAN offers the advantage of utilising internet connections instead, providing significantly enhanced flexibility in routing network traffic. For instance, traffic related to Microsoft 365 applications such as MSTeams and email can be directed straight from the site to Microsoft servers, bypassing the need to route through the council data centres. This upgrade promises to optimise network efficiency and improve overall connectivity for the councils' operations.

9.3.1   Brent has 55 (was 34) connections in scope across 44 sites. Of these 55 are in various stages of delivery, 0 completed (previously 0) and 2 now (2) removed from scope.

9.3.2   Lewisham has 38 (previously 30) connections in scope across 36 sites. 0 have been completed, and 0 have been removed from scope.

9.3.3 Southwark has 119 connections in scope, which has now increased to 145 over a total of 111 sites. To date 19 (was 16) connections have been completed, and 6 removed from scope.

9.4 Windows 2012 Upgrades

All councils operate multiple Windows 2012 servers, with their support stated to end in October 2023. It is crucial that we prioritise upgrading these systems. Additionally, for services expected to continue beyond October 2023, we have procured additional licenses to ensure extended support. This is imperative to ensure that we continue to get updates to protect us from any cyber threats.

9.4.1 As of January 31, 2025, the Brent server estate, which originally comprised 218 servers running Windows Server 2012, has had 206 servers either decommissioned or in the process of being decommissioned. The remaining 13 servers are currently undergoing this process. Work on all outstanding servers continues, and it has been agreed with the Project Sponsor that any residual servers will be addressed under the 2016 Server Project, once initiated, closing the 2012 project.

9.4.2 As of 31 January 2025, 212 servers were operating on Windows Server 2012 in the Lewisham server estate. Nine were out of scope. Of the remaining 195 servers, 184 had been or were in the process of being decommissioned. Remediation for the final 19 servers is ongoing, with an agreement that two applications will be addressed as separate projects once the Server 2012 project concludes. Work is continuing with the remaining servers, with the project end date now set for the end of February 2025.

9.4.3 As of 31 January 2025, Of the 87 Southwark Windows 2012 servers identified for STS migration, 30 were out of scope. By 31 January 2025, 54 had been decommissioned. Of the remaining 3 servers, they either require third-party action or signoff on replacement servers before decommissioning can proceed.

9.4.4 LGA Windows 2012 Project has competed successfully.

9.4.5 The Lewisham Homes Windows 2012 server project consists of 89 servers, 48 of which have been decommissioned. Progress continues steadily with no significant obstacles identified.

10   Procurement Updates

10.1 With the appointment of the Commercial Contract and Procurement Manager and Assistant Category Manager, the focus has been on improving processes and getting ready for the new Procurement Act in February 2025.

The new Procurement Act went live on 24th February 2025. As previously advised, there will be significant changes to the governance processes followed and the routes to market. Tender templates are currently being updated and STS is working closely with Brent to understand how the Contract Standing orders will change as we follow Brent's governance procedures.

In addition, we are reviewing the Forward Plan as to which contracts may be liable to the PA23 and those which can be completed prior to the Go-Live-Date under PCR2015.

10.2 The Procurement team are working with key suppliers on how they will deliver Social Value within the contracts please see report in Appendix 2

10.3 The tender for the provision of laptops for Southwark is underway.

10.4 Service Desk Telephone Support - STS Service Desk Telephone Support Tender has been awarded to Node4. The standstill period ends on 17th February. Contract signing to commence 18th February.

10.5 Telecoms Expense Management Service - STS Awaiting contract signing. STS have negotiated pricing with Nuvoli and are also looking at VMO2 providing £10k contribution to the TEMS contract.

10.6 Vulnerability Management Tool – Qualys - STS Approved and Awarded of the contract to Qualys reseller.

10.7 Provision of Cybersecurity Solution – CrowdStrike - STS Awarded for 12 months.

10.8 Provision of Web security Solution – Force Point – STS - Procurement has received sign off on renewal of FP. Pricing has been negotiated. Awarded for 12 months.

10.9 Provision of Cloud storage for LB of Southwark – Netapp - STS - Contract awarded for 12 months after seeking 3 quotes.

10.10 Netcall – STS Contract Expiring in May 2025 - Brent have decided not to renew and are migrating to 8x8 functionality. Lewisham have extended for an additional 1 year. Southwark awaiting decision on their remaining 8x8 sites.

10.11 Egress Secure email - The Councils have reduced the number of licences, Southwark has reduced the number significantly. All Councils are reviewing process and using Microsoft Purview to reduce the number of Egress Licences even further in the future.

10.12 F5 – Microsoft Licences Lewisham have added F5 add-on, Brent & Southwark also to join.

10.13 Microsoft Unified Support Current contracts end 31st March and will require re-procurement. OMG sign off is required to proceed.

10.14 Hornbill - Provision of Service Desk Platform 12 months awarded following internal sign off.

10.15 Provision of Ivanti (User Workspace Manager) - Southwark - Confirmation awaited from LBSouthwark if this is still required. The contract ends 30th April and if needed will require re-procurement.

10.16 STS have extended Ricoh UK Limited: Printing Services - extended by 12 months. Two further 12-month permissible extensions are available as part of the existing contract. A project is being created to carry out soft market testing in readiness for contract renewal in 2026.

10.17. Telecoms Expense Management Service – Contract renewal for 24 months. Pricing negotiated with Nuvoli.

10.18 8x8 telephony (back end) STS have renewed the unified comms (back-end telephony) with 8x8. Partners are procuring their own Contact Centre Applications.

11 Council Updates

11.1 Brent Digital Update

11.1.1 Brent's digital programme began in 2017 when our first digital strategy was agreed. Cabinet agreed a refreshed Digital Strategy for 2022-26 in December 2021. As part of the delivery of the digital strategy for 2022-26 several projects of work have been delivered within 2024-25. This includes system upgrades, migrations to new software, digital inclusion support for residents and deployment of new apps for residents. Examples of projects delivered from Nov 2024 – Jan 2025 include:

- Exceeded 2026 connectivity target of 62% (currently 72.1%).
- My Account – Firstwave Housing and i4B were added to MyAccount, reducing phone calls, improving resident experience and supporting revenue generation.
- 347,992 calls were received to ACD lines up to December and is on track to maintain the 25% call reduction of 507,879 calls or less.
- Over 233 devices have been provided to digitally excluded residents via the Digital Support Fund for Children and Young People and Resident Digital Support Fund.
- Three RPA's have gone live; 8x8 analytics report; hospital discharge details uploaded to Mosaic; Debt recovery report. All have increased efficiency in teams and reduced errors.
- Chatbot content has been enhanced for libraries and the waste and recycling chatbot has been updated to support the monster campaign.
- New Case Management System contract has been agreed with Access Group until July 2028. This will provide Mosaic and Abacus for Children's and Adult Social Care. The review and migration of the systems is due to start end of January 2025.
- 11 Business Cases from the work with Triple Value Impact are being taken to DMTs in January ahead of a final report going to CMT at the end of January to agree which business cases will be taken forward to implementation.

- A continuous communication campaign has taken place for the Mealia app with 1,211 registered users and over 2,714 meals have been distributed to families within the borough. There is also evidence of significant environmental benefits, with over 2,400kg of CO2e saved.
- AI complaints was deployed to five housing officers increasing efficiency and accuracy.
- Housing Benefit and Council Tax to NEC portal replacing existing HB/CT self-service portal from Dynamics to NEC portal which will integrate submissions to Dynamics back-office system and archive of documentation.
- Data matching for Free School Meals from Housing Benefit and Council Tax records identified 1,046 individuals who may be eligible for FSM. This has identified £331,160 in additional pupil premium funding for schools. Next data matching exercise will take place in January 2025.

11.2   Lewisham Digital update

Lewisham IT & Digital Service is in the process of creating a digital strategy that will run from 2025 to 2035 with an annual planning cycle aligned with the budget cycle. STS requests for funding will also need to align with the planning cycle.

There are many projects progressing:
- New Bulky Waste Digital service and Business management App went live earlier this week.
- Enhancing digital registry appointment booking services for residents and staff
- Work is progressing on single view of a child
- Housing Management system has moved into phase 2 implementation
- Introduction of an Enterprise Architecture tool in implementation
- Copilot – pilot underway
- Tendered and procured support contract for Oracle
- Refreshed all CYP SharePoint sights
- Windows 2012 migration progressing
- Social Care applications upgraded (Adults and Children)
- Single Sign-on for LCS & EHM

11.3   Southwark Digital Update

New website
In October 2024, Southwark Technology and Digital Services (TDS) successfully launched the new council website, marking a significant milestone in its digital transformation journey. Since then TDS have been working the transactional functionality to enable a better digital experience for residents. We will prioritise leaseholders and housing as well as improving the MySouthwark portal

Cyber Update
TDS have implemented the new Cyber Security Training platform, aimed at enhancing the organisation's resilience against Cyber Threats. To date 3,250

members of staff have accessed the training and 72% have completed their initial training modules.

We continue to work closely with STS to continually monitor and review our environments to protect our data from emerging cyber threats. A supply chain audit will commence in May 2025 in order to gain third party security assurance.

MDP
The TDS Data & Platforms team established the Modern Data Platform (MDP) in 2022 to enhance data management and reporting. Following on from the 2 year project with Hitachi, the MDP will be fully operated in-house from 31st January 25 and we will be moving to Fabric which is the latest Microsoft technology. Southwark will become one of only three councils which has undertaken this project.

Key benefits Fabric:
Scalability: Rapid deployment and testing of multiple service prototypes.

Enhanced Collaboration: Integration of data across departments for better knowledge sharing.

Interoperability: Seamless operation of different systems and tools.

Data Governance and Security: Robust framework ensuring ethical AI operation, data privacy, and compliance.

Robotic Process Automation (RPA): Automation of routine tasks, improving productivity.

Here are some key projects where PowerBi and Data has been utilised:

Air Quality: focuses on monitoring and analysing air quality data to provide actionable insights for improving environmental health.

Libraries: aims to migrate to a PowerBi Dashboard using Reading as a reference point. Additionally, a KPI capture Power App has been built for the Libraries team to streamline processes and enhance KPI analysis through PowerBi.

The Corporate Debt Monitor project involves creating a PowerBi dashboard to represent the Corporate Debt Monitor, with added functionality and drill-down capabilities enabling a clear view of Southwark's corporate debt.

The iCasework project automates the visuals and reporting for CMT Performance Meetings, including complaints, members' enquiries, and access to information requests. This utilises extractions from iCasework to automate calculations and visuals in a PowerBi report.

The UMO TMO Oversight project: Aims to eliminate manual data entry from UMO into the internal database by connecting directly to the UMO backend database. PowerBI reports are integrated to provide detailed analysis and improve decision-making.

The CHAD and Housing Repairs projects are part of the MDP Continuous Improvement initiative, which includes supporting families, CHAD, housing, and other BAU activities. It involves working to complete outstanding tasks and projects related to MDP.

The AI Chatbot project is designed to enhance customer interaction and support through automated responses and data-driven insights

Digital Skills for staff
The Digital Skills Hub was launched, a dedicated platform to upskill the workforce and bridge the digital skills gap. The Hub includes links to digital training courses and videos

The Southwark Digital Academy is currently offering several programs to help employees upskill and address digital challenges.

One of the key programs is the 'AI for Business Value' program, which covers AI fundamentals, AI ethics, business analysis skills, and how to embed AI into the organization. This program offers a government-recognised qualification (L4 Business Analysis).

Additionally, there are fully funded Data/Business Transformation apprenticeships available.

We are training people in both formal qualifications as above and training to meet the organisation's needs. The Digital Academy runs training in how to collaborate effectively using Teams and OneDrive

Connectivity
The provision of dark fibre to a number of community sites across Southwark through the GLA SIP Programme and an additional three 5-year broadband connections to charities. Signing of a borough-wide wayleave agreement with VMO2 with a digital inclusion package – pending legal sign off from the VMO2 team.

The exploration of what the fibre providers can do to make their offerings more affordable and signposting to social tariffs.
The identification of broadband does not spot that the providers have refused to connect due to financial pressures, infrastructure damage and/or lack of access to PIA.

Social Value
Free 5-year broadband to 10 community centres and charitable organisations from VMO2 as part of their social value commitments.

A £20,000 grant to go towards devices for charities and local organisations working on digital inclusion.

Digital Inclusion
Launching the device lending scheme to residents in the borough to supplement the router lending scheme– pending DPIA sign off.

The repurposing and recycling of our disused devices as part of our laptop refresh. programme – to be earmarked for frontline workers, community organisations, charities and digitally excluded resident.

Digital Hubs
The Digital Hubs Map is a visual map hosted on the council website that shows all our digital hubs in the borough by 15-minute public transport and walking catchments. The map shows that all digital hubs across the borough can be accessed through public transport and the majority can be accessed by walking.

A digital hub is any building across Southwark that offers a free WiFi connection that residents can use during opening hours of the building.
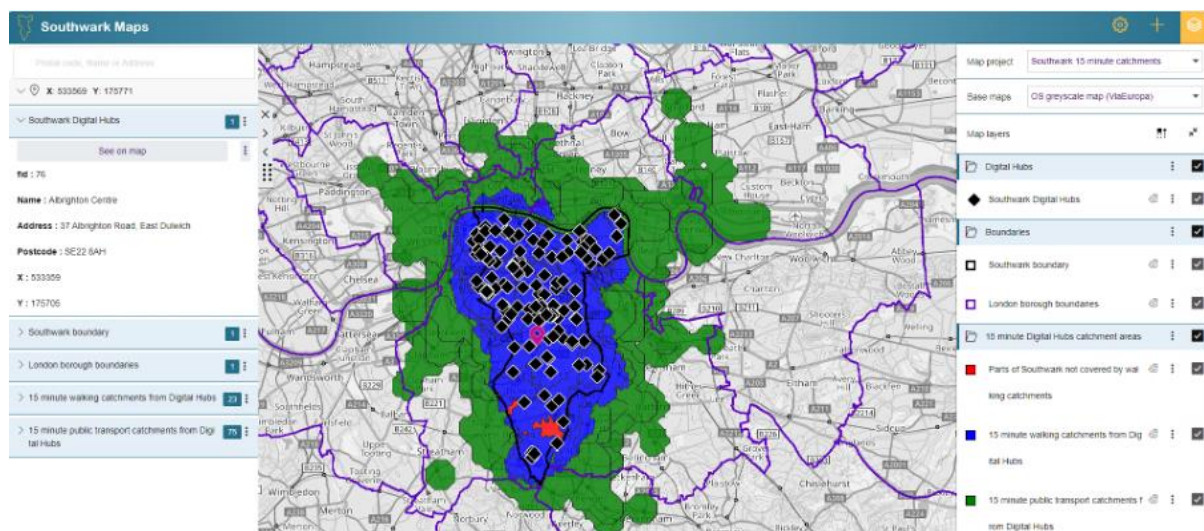
ERP/Southwark 360
SAP S4/Hana has been selected as the new ERP platform for Southwark, replacing the legacy SAP system. The project team are currently working through a procurement process in order to select an implementation partner who will support Southwark during the implementation.

It should be noted that SAP S4/Hana is not just an upgrade of our current SAP platform. S4/Hana is a completely new platform and this project will impact the working practices of all teams with Southwark. This will include updates and changes to all applications that integrate into SAP for payment processing and reporting, meaning there will be significant effort required from the ChAd Systems Team ensure financial interfaces between SAP and Mosaic, as well as Capita One, continue to deliver our requirements. This will include support from service areas to complete user acceptance testing.

AI and Automation

Robotic Process Automation (RPA)

RPA has been implemented by TDS to automate routine tasks, thereby improving efficiency and reducing manual effort. They have identified 13 processes, 8 of which are live, and these will achieve an efficiency saving of around 9 Full-Time Equivalents (FTE)

AI Initiatives:

- Co Pilot – Currently 10 months into a 1 year pilot with 300 staff from different services and levels within the organisation.
- Magic Notes: AI transcription tool designed specifically for social workers to transcribe, summarise and populate templates to relieve administrative burden on social workers. Following the successful pilot a full rollout is now planned.
- Integration, Robotic Process Automation (RPA) and Generative AI.
- Developing the approach to more automated services – web chat, form integration, AI, SMS.
- High volume/high transaction areas – progress in developing integrated forms.
- Council Tax Support - 49,057 Universal credit notifications received for customers of which 75% fully automated.
- Changes in circumstances – 47,802 notifications – 76% automated.
- New claims – 58% automated.
- Council Tax movers in and out/student discounts/single occupiers/arrears follow up E.g. Apr to Aug 15,930 council tax forms – 79% no manual intervention directly resulting in efficiencies within the service.

New Telephony System

Enhancing the technology for our digitally excluded residents - estimated launch: March 2025 - a more advanced system with the capability of meeting future requirements of the council. It will provide:

- Optimise customer & employee experiences with one view of customer information on agents' screens.
- Optimise and control queues by supervisors to manage call volumes and call flows etc.
- Scalable – to other departments and other channels e.g. website.
- Realise value faster with AI easy to deploy, to assist in Customer Service Officer responses to residents in real-time.
- It helps personalise engagement on any channel with humans and AI bots and move across those channels seamlessly ensuring quicker responses for residents.
- Optimise with intelligent automation and embedded API that delivers customer information between systems and allows better Management information reports with integrated data.

Laptop Replacement Project

The Laptop Replacement Project is a significant initiative aimed at enhancing the digital capabilities of Southwark Council by procuring and deploying new laptops for staff. The project involves evaluating various laptop models, gathering feedback from staff, and selecting the best fit based on cost, technical fit, and employee feedback. This comprehensive evaluation process ensures that the selected devices meet the diverse needs of the staff, addressing issues such as battery life, port availability, and overall performance. Overall, the Laptop Replacement Project aims to enhance the digital capabilities of Southwark Council, ensuring that staff have access to reliable and efficient devices that meet their needs. The project is managed with a strong focus on governance, stakeholder communication, and continuous improvement, making it a model for future technology transformation initiatives within the organisation.

Upcoming Priorities for Southwark Technology and Digital Services (TDS):

Resident Experience:
• Replacement of My Southwark resident account with new technology and advanced user-friendly interface and notifications. Customer journey mapping and replacement of all current forms with new processes using AI and integration. Creation of a roadmap for improved digital experiences.
• Housing Repairs inbox, Business licencing, Customer Services – Report a Housing Repair.

Shared Filing in SharePoint and OneDrive:
• Implementing shared filing systems in SharePoint and OneDrive to improve collaboration and document management.

Laptop Replacement Programme with Windows 11:
• A laptop replacement programme is planned to upgrade devices to Windows 11, ensuring that staff have access to the latest technology.

Zero Trust Networking:
• Adopting a Zero Trust networking approach to enhance security and protect against cyber threats.

Cyber Security CAF Framework:
• Implementing the Cyber Security CAF Framework to strengthen the organisation's cyber security posture.

Replacement Contact Centre:
• Planning to replace the existing contact centre with a more modern and efficient solution.

ERP Procurement and Commencement of Transition:
• Procuring a new ERP system and commencing the transition to improve business processes and support the organisation's growth.

12   Inter Authority Agreement

12.1   Some revisions have been proposed to the IAA. These were presented to the Joint Management Board in February 2025 and have been attached as Appendix 4 to this report.

12.2   We have been working with LOTI on benchmarking the IT service costs against other London Boroughs to ensure that the shared service provides value for money compared to the traditional model of an in-house IT team.

13   Strategy Update

13.1   Our existing STS Strategy was presented to the Joint Committee in November 2024.

14   Financial Considerations

14.1   The total budget of £18.12M for FY 2024/25 is made up of a combination of non-controllable expenditure of £9M and controllable expenditure (staffing and consultancy) of £9.12M.

14.2   The YTD spend (April 24 and October 24) for FY 2024/25 is £11.86M against a full-year budget of £18.12M. The forecast outturn for FY 2024/25 is ~ £18.1M, with a net underspend of ~ £30k.

14.3   The YTD Spend for the year excludes recharges which are made up of bulk stock orders, project costs that are covered by different funding pots and rechargeable consumables.

14.4   For FY25/26, we are committed to agreed savings targets through negotiations at contract renewals or replacement of contracts with those that provide better value. Our target for savings totals £900k.

14.5   We are currently waiting for the results from the value for money review, the London Office of Technology and Innovation are concluding a benchmarking exercise in which all three councils participated alongside the shared service.

14.6   The councils requested savings from the shared service to assist in meeting their overall pressures. Brent's target was 180k, Lewisham's was 200k, and Southwark £354k. We have identified and agreed the mechanism for achieving these savings for 2025/26 and will deliver those savings, the two machismos are firstly through contracts and the removal of two vacancies. Where we can achieve more, we will also do so. The total savings we are aiming to achieve is £824k.

14.7   STS are in discussions with councils for additional savings which will start in 2026/27, which are likely to be more substantial and will have operational impacts. We will be producing a paper for the Joint Management Board.

15   Legal Considerations

15.1 This report is for noting. Therefore, no specific legal implications arise from the report at this stage.

15.2 Brent Council hosts the Shared Technology Service, pursuant to the Local Government Act 1972, the Local Government Act 2000, the Localism Act 2011 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

15.3 These provisions allow one council to delegate one of its functions to another council as well as allowing two or more councils to discharge their functions jointly with the option of establishing a joint committee.

15.4 Joint Committees can in turn delegate functions to one or more officers of the councils concerned.

15.5 Decisions of Joint Committees are binding on the participating councils. However, subject to the terms of the arrangement, the council retains the ability to discharge that function itself.

16 Equity, Diversity & Inclusion (EDI) Considerations

16.1 All STS staff are undergoing EDI training.

17 Climate Change and Environmental Considerations

17.1 There are none.

18 Consultation with Ward Members and Stakeholders

18.1 There are none.

19 Human Resources/Property Implications

19.1 There are none.

Report sign off:

Minesh Patel
Corporate Director Finance &
Resources (Brent Council)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Social Value Review

2025

Version Control

Version	Summary	Date	Editor
0.1	Review of Social Value delivery, monitoring and applicable contracts	12/02/2025	Jo Barker, Head of Projects & Partnerships
0.2			

Document Approval

Version	Date	Approver
1.0		

Table of Contents

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1   Purpose of the Report

To provide Partners and Joint Committee Members an updated review of the Social Value commitments within all applicable contracts and the challenges to date, in delivery of these commitments. This report will look into the Social Value plans across all partners namely Brent, Lewisham and Southwark and the standards of integrity and professionalism expected from the suppliers in their dealings and practices.

2   Recommendations

2.1 STS was asked to review and comment on the findings within this report identifying the challenges in acquiring evidence of Social Value delivery and the implementation of Social Value within contracts above £100k. A further view on how to incorporate the Social Value Policies across the Boroughs in future Procurements.

2.2 To consider a unified approach to Social Value for all STS Contracts which include positive outcomes for the communities across all Boroughs.

3   Social Value

3.1 Councils, along with the rest of the public sector are encouraged to use procurement to achieve wider financial and non-financial outcomes, including improving wellbeing of individuals, communities and the environment by making social value a decision-making criterion when awarding contracts.

3.2 Shared Technology Service wants to ensure Social Value, is integral in all its procurements, benefitting the communities of Brent, Lewisham and Southwark and embraced by all involved.

3.3 Some of the issues noted are relating to the majority of historic contracts being procured under Frameworks. This can result to a broad and often unspecific Social Value KPI's within the contract. This often leads to non-specific Social Value commitments not relating to either Brent, Lewisham or Southwark Social Value Policies.

3.4 After consultation with Social Value Performance Officers from the Boroughs some of these biggest issues to note is in regard to the monitoring and reporting of these Social Value commitments from Suppliers.

3.5 Depending on the Procurement Route the Social Value commitments as part of Suppliers bid submissions or proposals can be quite vague and not directly align to Borough Policies. The incorporation of a unified Social Value Policy across the Boroughs would mitigate this issue from occurring.

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3.6 Social Value themes and objectives can be applied specifically to IT and digital related Procurements, which benefits all partners within STS. The partners currently have individual Social Value Plans (attached within the appendices), however if a unified approach was taken to develop and implements a single Social Value Action Plan for all STS contracts, it could resolve the majority of the historic issues.

3.7 The recommendation would encompass themes and measures agreed by all partners which meets the vision within the policies. The Shared Technology service should be even more ambitious in embedding tailored social value requirements and take a "maximising social value" approach across departments supported by the procurement function, Service Areas and Transformation Teams. The efforts to ensure improvement and innovation needs to be a collective responsibility.

3.8 We will require an enhanced and developed reporting tool, to measure and track the social impact and value generated by a project, or initiative. This will then provide a comprehensive view of the social outcomes, allowing us to monitor performances and make potential informed decisions on what reformative actions are required if Social Value is not delivered by a supplier.

3.9 A Social Value Dashboard would prove beneficial as an oversight of delivery. It would typically include indicators and metrics that capture different aspects of social value, such as community engagement, environmental sustainability, employee well-being, diversity and inclusion, etc. The reporting on social value initiatives isn't just about compliance. It's a tool for reflection, learning, and engagement. It will enable us to celebrate our successes, learn from our experiences, and continuously improve our impact on the communities we serve.

3.10 Below is a snapshot of the total number of contracts above £100k per Supplier:

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Total number of Contracts per Supplier above £100k
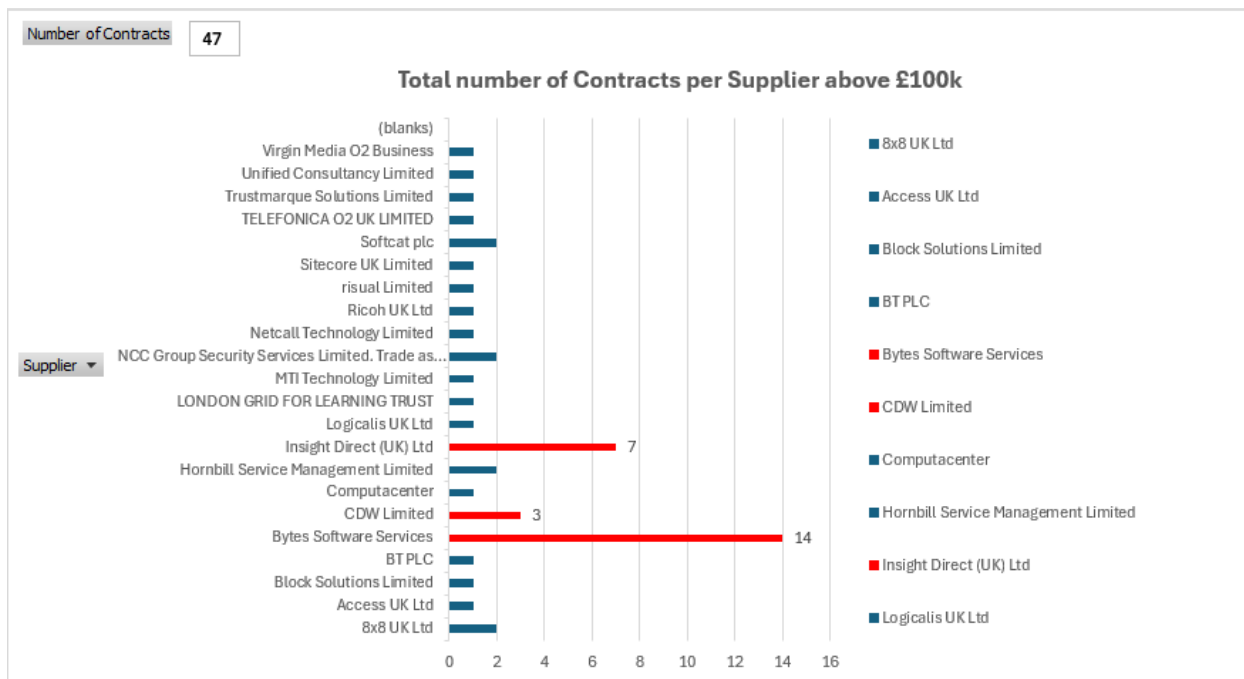
3.11 There is a clear indication in which those suppliers who have larger number of contracts with STS should ensure that Social Value is delivered.

3.12 From the 47 total contracts, there are 25 which have a Social Value commitment included and 22 do not:

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Contracts including Social Value

Total number of Contracts above £100k **including** Social Value committtments

Supplier ▼

- 8x8 UK Ltd
- Access UK Ltd
- BT PLC
- Bytes Software Services
- CDW Limited
- Computacenter
- Insight Direct (UK) Ltd
- LONDON GRID FOR LEARNING TRUST
- MTI Technology Limited
- Ricoh UK Ltd
- Sitecore UK Limited
- Softcat plc
- TELEFONICA O2 UK LIMITED
- Trustmarque Solutions Limited

SharedTechnology. Services
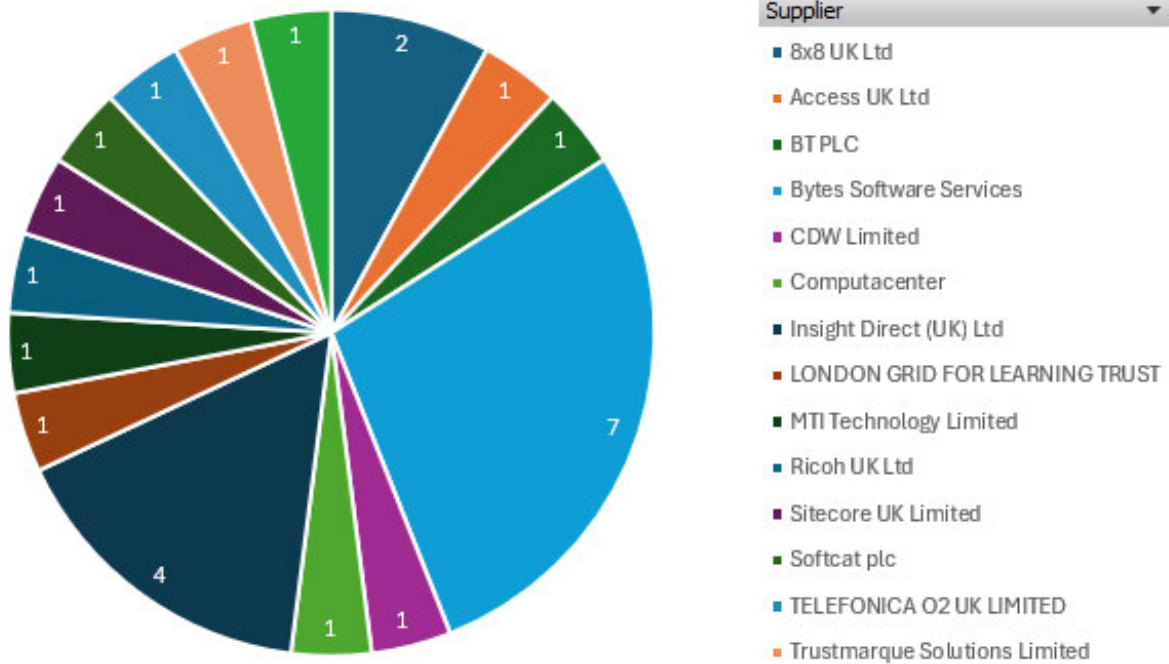
NOT including Social Value

Total number of Contracts above £100k NOT including Social Value committments

Supplier
- Block Solutions Limited
- Bytes Software Services
- CDW Limited
- Hornbill Service Management Limited
- Insight Direct (UK) Ltd
- Logicalis UK Ltd
- NCC Group Security Services Limited. Trade as NCC Group
- Netcall Technology Limited
- risual Limited
- Softcat plc
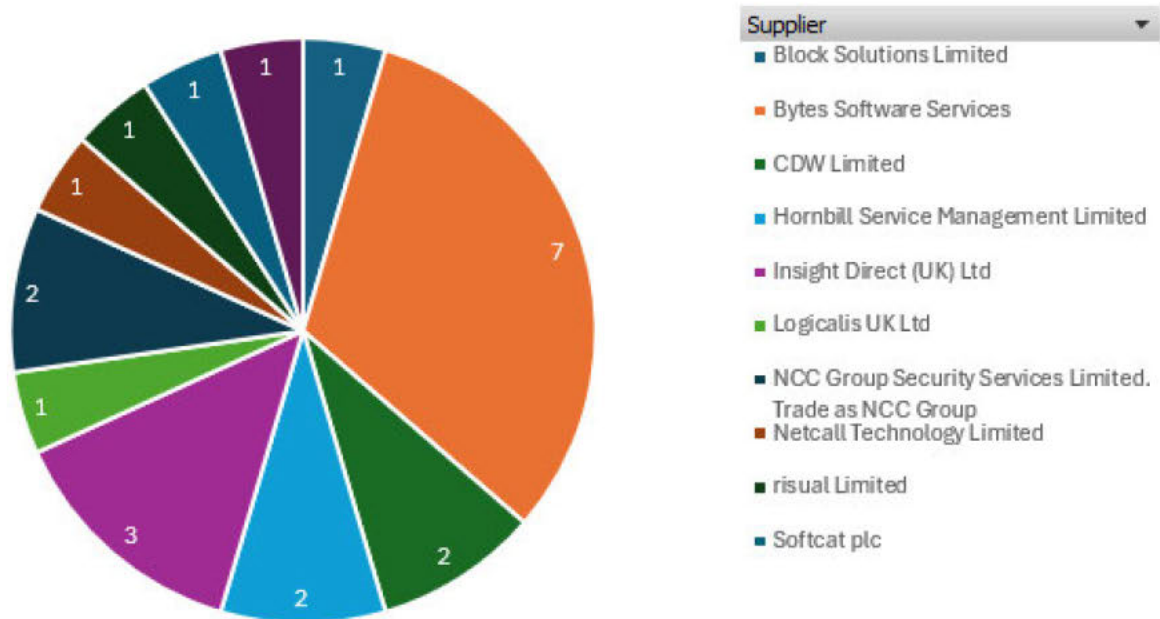
3.13 Key Finding and recommendations are detailed below:

Key Findings	Recommendations
Based on a 10% monetary contribution for social Value, the total estimated Financial Value of the Social Value contributions across all of the contracts is circa £4.6m	Seek to obtain a % of the overall contract value from the Supplier as they have not delivered their contractual obligation towards Social Value. This can only be achieved through those contracts that actually included Social Value as per table/chart above
STS are in discussions with Suppliers to ensure we are able to collaboratively work together to deliver Social Value as stipulated in the Contract or find an alternative solution as per key finding above.	Discuss with Suppliers to collaboratively deliver Social Value that aligns with all the Boroughs Social Value Policies etc.
Some ambiguity from suppliers regarding joint contracts as to the target audience for the Social Value	Create a Social Value Action Plan and Monitoring Tool specifically for Shared Technology Services. Devise a Policy which is more measurable for Suppliers in the Digital / IT Field to achieve and deliver. Rather than vague KPIs/themes which may not be applicable to the nature of the requirement or in the suppliers' gift to deliver. Need to ensure when we are running procurements, that we have captured relevant SV

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	KPIs and deliver training internally and externally on what 'good' Social Value looks like

4 Social Value updates:

4.1 STS update

With the recruitment of the Commercial Contract Manager, the focus is now on ensuring that social value is delivered by suppliers as part of the contract.

Below are some of the high value contracts that we are monitoring and going forward all contracts will have social value within them over 100k

Bytes – STS are working with Bytes to ensure Co-pilot Training will be delivered across staff teams for all partners. We are also exploring further opportunities with Bytes to extend Social Value against the contract.

Microsoft – STS will continue share training sessions provided by Microsoft free of charge.

VMO2 – Working with VMO2 on their commitment to social value within the contract.

Good Things Foundations: Good Things Foundation is a charity that supports digitally and socially excluded people to improve their lives through digital. As part of this initiative with GTF, STS have been involved with IT Kit distribution to residents in the Boroughs. This is a prime example of a Circular Economy and supports all the partner's Policies in this domain.

See the presentation titled 'Good Things Foundation Device Donor Communications pack & Impact Report' in the JC pack for more information.

RICOH – CV and Interview skills across the partners was arranged and there was very little take up by the residents.

4.2 Brent Update

Within Digital Transformation the social value received this year includes 28 laptops from Countryside partnerships (value £3920) which were allocated to the virtual school, care leavers and homeless residents. 190 sim cards were received via the Good Things Foundation (value £2470) which were allocated to homeless residents. Alongside this, 91 repurposed Brent mobile phones (Value £8190) were provided which have been distributed to homeless Brent residents.

There is expected to be additional social value in the next quarter including Virgin Media Social media inclusion fund (value £5000), Virgin Media free connection to five community centres for five years (value £25,000), Virgin Media 15 hours of digital skills support (value £15,000) which will target residents. We have also received MS Copilot MCI training which is valued at £35,000 and is due to commence in February 2025.

4.3 Lewisham Update

Lewisham's Approach to Managing Social Value for Contracts Over £50K

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Lewisham Council is committed to integrating social value into its procurement processes, particularly for contracts exceeding £50K. This approach aims to ensure that the council's spending not only delivers high-quality services but also contributes positively to the community.

Current Challenges and Strategies

One of the primary challenges identified is the difficulty in retroactively incorporating social value into existing contracts. As highlighted by Mark Froud, it is challenging to ask suppliers to deliver social value for older contracts without a formal tendering process that includes these requirements. Therefore, the focus is on embedding social value in new contracts from the outset. The new Mastek Support contract is an example where social value considerations are being integrated from the beginning.

Future Plans

Moving forward, Lewisham Council aims to ensure that social value is a key component of all new contracts. This involves a collaborative approach with procurement and contract managers to identify opportunities for social value and to include these in the tendering process. The goal is to create a framework where social value is consistently monitored and reported, ensuring transparency and accountability.

Conclusion

Lewisham Council is dedicated to enhancing its social value delivery through strategic procurement practices. By focusing on new contracts and working closely with partners, the council aims to maximise the positive impact of its spending on the community. Continuous feedback and collaboration will be essential in refining and improving this approach, while working closely with Lewisham's new Social Value officer, Nicholas Easton.

4.4 Southwark Update

Southwark is making good progress on social value from our supply chain. Outlined below great case studies/examples of the work:

Springboard - Southwark Council has adopted a three-year strategy to support digital inclusion, recognising internet access, devices, and online skills as essential utilities. As part of this initiative, we have collaborated with Infosys to bring their Springboard platform to our residents. This platform offers over 200 courses designed to empower individuals with essential digital and life skills, including financial literacy and train-the-trainer courses. Our goal is to ensure that everyone has free access to the resources and devices they need to thrive in the digital economy. Through this initiative, we are committed to building a digitally inclusive society where no one is left behind. The potential impact of Springboard is significant, as it aims to bridge the digital divide and enhance employability across our community.

 Through our partnership with Time and Talents Southwark Council gave approx. 1000 SIM cards to residents suffering digital exclusion through Vodafone's charities connected scheme. The SIMs were distributed through Southwark's partnership organisations and digital hubs.

Southwark council wide contract with Hitachi, primarily delivering support to the Modern Data Platform roll-out, provides funding for two apprentices who will deliver as part of a more council led data team (more sustainable, better cost of ownership).

 Hyperoptic – our connectivity contract with Hyperoptic (fibre to the premises) delivers paid for digital skills / inclusion training available to our residents.

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O2 - similarly as for Hyperoptic, our corporate mobile data package with O2 delivers SIM cards to be made available to residents, free of charge, to enable connectivity and inclusion.

The procurement for the new ERP system (7 lots of tenders) has included significant provision for social value delivery from the potential suppliers. 5% of the overall tender scoring arises from the social value responses given. We are not at a phase of the procurement to describe the outcomes from this. The first lot is being finalised now, and lots 2 to 7 launch in February. But we feel this approach will deliver significant social value from 2025/2026 onwards.

5   Legal Implications

4.1 In January 2013 The Public Services (Social Value) Act 2012 (the 'Social Value Act') came into force. The Social Value Act requires local authorities, to consider how it can improve the economic, social and environmental well-being of its area through the procurement processes for services contracts subject to the Public Procurement Regulations 2015. Local Authorities are also required to consider whether it should consult on such issues.

4.2 Many Local Authorities have adopted a social value and ethical procurement policy that builds on the Social Value Act to include a requirement for the Council to consider how it can improve the economic, social and environmental well-being of its area through all council procurement and in turn to measure the benefits that this brings to its communities.

4.3 In adopting a social value and ethical procurement policy, the authority should be mindful of the need to ensure that such policy is flexible to ensure the authority only considers matters which are relevant to what is proposed to be procured and only consider those matters to the extent to which it is proportionate, in all the circumstances, to take them into account.

4.4 As the Shared Technology Service encompasses Brent, Lewisham and Southwark, it is important to consider how Social Value is captured across all Boroughs. Brent is the lead council in the respect that it is the employer for all officers within STS and also carries out procurements and contracts on behalf of STS. Therefore, when incorporating Social Value into all applicable contracts there should be a unified approach to ensure Social Value is evenly distributed to the Borough's throughout these contracts.

6   Financial Implications

5.1 A change in policy or new unified approach for all STS contracts that adds additional responsibilities within a tender process could add a financial burden on the supplier that would be passed on to the council, but this would be dependent on the specific contract and social value requirement.

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7 Alternative Options Considered

6.1 Do nothing - Not applicable.

8 Equality Implications

7.1 Not applicable

9 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)

8.1 Not applicable

10 Proposed Consultation with Ward Members and Stakeholders

9.1 Not applicable

11 Appendices

Social%20Value%20 Report%20All%20Con - Existing Social Value Report for all Contracts above £500k

Brent Social Value Policy and Ethical Pro - Brent Social Value Policy

Southwark Fairer Future Procurement F - Southwark Social Value Policy

Lewisham Social Value Policy for Procu - Lewisham Social Value Policy

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Impact report & communications pack for National Device Bank partners

Issued November 2024

Good Things Foundation

About the National Device Bank

Powered by Good Things, the National Device Bank is an alternative solution to IT asset disposal. From collection to refurbishment and redistribution, the National Device Bank is a cost-neutral and innovative solution for organisations to discard their IT equipment.

Organisations of any size and sector can contribute used IT equipment and devices - it's a secure, sustainable and socially responsible solution for your organisation's end-of-life or unused tech.

Your organisation is helping the planet: 92% of CO2e emissions can be saved by using a refurbished smartphone, compared to new. Your donation saves unnecessary CO2e emissions, by removing our need to buy new for digital inclusion.

And giving back to the community: 1.5m adults don't have a smartphone, tablet or laptop*, so your contribution will help them participate in our digital society.

Good Things
Foundation

* Source: Lloyds Banking Group. 2023 Consumer Digital Index.

Your contributions are helping people

Digitally excluded people do not have access to, or the confidence to, use the internet or digital technologies. Without further intervention, an estimated **5.8 million people*** will still be digitally excluded in the UK by 2032, unable to use the internet or benefit from online services, opportunities and connection with loved ones. In the UK:

10% of those who are offline do not have access to a device

Source: Lloyds Banking Group. (2023). 2023 Consumer Digital Index.

3.7m households with children live below the Minimum Digital Living Standard

Source: Good Things Foundation. Minimum Digital Living Standard.

50% higher food costs without internet access

Source: Centre for Social Justice. (2023). Left out: How to tackle digital exclusion and reduce the poverty premium.

Your company is helping to tackle this by contributing unused devices to Good Things.

Good Things Foundation

* Source: Centre for Economics and Business Research. (2022). The economic impact of digital inclusion in the UK.

Your contributions are helping the planet

Your devices are helping to reduce e-waste, contributing to the circular economy. So far, the National Device Bank has:

Received donations of **53,022** devices

*Data shown is for delivery period April 2022 – Sept 2024

Prevented **9,528,365** Co2e emissions

*Data shown is for delivery period Sept 2022 – Sept 2024

Prevented **93,072Kg** of waste

*Data shown is for delivery period Sept 2022 – Sept 2024
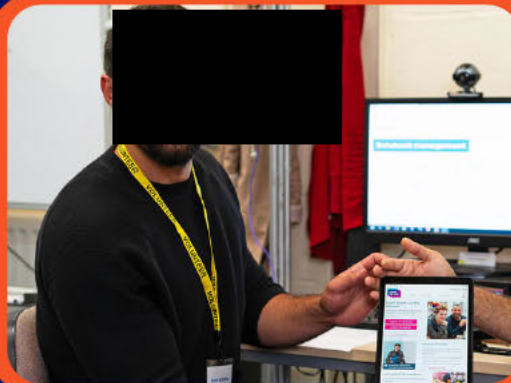
Did you know?

It would take **433,107** trees to prevent the same amount of carbon emissions.

Good Things Foundation

What it means to receive a device

The devices you contribute to the National Device Bank change lives, helping people to connect to the online world and all it has to offer. Here's what some device recipients had to say:

'"I came to this country to study. When I came [to Job4Me] they taught me how to use the Learn my way website. With these digital skills I learned how to make an appointment online. The help has made me feel very happy."

Device Recipient

"It's very expensive for me to buy a device or pay for internet. I use my Chromebook and phone to learn online and help my kids to do their homework. Now I can help my friends to get online and I feel happy and confident about that."

Device Recipient
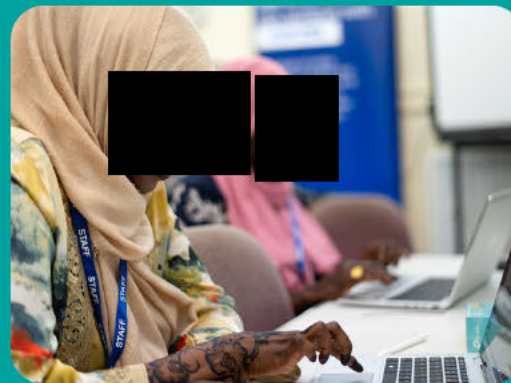
You're doing something good: share the news with your networks

Social media templates - Twitter/X

1

We've given our old tech a new purpose by contributing to @GoodThingsFdn's National Device Bank.

This is a safe, sustainable & socially responsible solution for your IT disposal, helping people and the planet.

Join us in making a positive impact   https://bit.ly/3Us3AFa

2

Want to make a difference with your old tech?

We're helping people who can't afford access to the internet and reducing e-waste by contributing to @GoodThingsFdn's National Device Bank.

Get involved
https://bit.ly/3Us3AFa

3

We're proud contributors to the National Device Bank, powered by @GoodThingsFdn.

So far, the Device Bank has helped to reduce 93,072Kg of waste, whilst also helping people who can't afford online access.

Find out more
https://bit.ly/3Us3AFa

Good Things Foundation

Social media templates - Facebook and LinkedIn

1

We've given our old tech a new purpose by contributing to @Good Things Foundation's National Device Bank, helping digitally excluded people and the planet.

The device bank is a secure, sustainable and socially responsible solution for corporate IT asset disposal.

Good Things securely wipes and refurbishes old devices and gives them to people who can't afford their own.

Join us in becoming a device partner   https://bit.ly/4gxbfeF

2

Want to join us and make a difference with your old tech?

We're helping people who can't afford access to the internet and reducing e-waste by contributing to @Good Things Foundation's National Device Bank.

Organisations can donate used IT equipment and devices - it's a secure, sustainable and socially responsible solution for your organisation's end-of-life or unused tech.

Find out how your company can get involved
https://bit.ly/4gxbfeF

3

We're proud contributors to the National Device Bank, powered by @Good Things Foundation.

The National Device Bank securely wipes and refurbishes old devices and gives them to people in need.

So far, the device bank has helped to reduce 93,072Kg of waste, whilst also helping people who can't afford online access.

Join us and reuse your tech for social good
    https://bit.ly/4gxbfeF

Good Things Foundation

Email template

Subject line: Join us in making a positive impact through the National Device Bank.

Hi **[add name]**,

I'm getting in touch to tell you about a brilliant initiative that **[name of your organisation]** have got involved with, the National Device Bank. It's a scheme by Good Things Foundation, who securely wipe and refurbish our devices with their accredited refurbishment partner, Reconome, and then give them to people who can't afford their own!

Why does this matter? Well, with **2 million** households lacking access to the internet at home, our contribution is helping bridge the digital divide. It's more than just e-waste reduction; it's about empowering people to connect with the online world.

Your company could join us in making a significant impact by responsibly and sustainably discarding e-waste through the National Device Bank. Let's keep tech out of landfills and put more devices into the hands of those who need them.

It's super simple to get involved, just complete this form and Good Things will get in touch.

Best wishes,
[add name]

External newsletter entry

We're fixing the digital divide AND reducing e-waste, all at the same time.

We've given our old tech a new purpose by donating to Good Things Foundation's <u>National Device Bank,</u> helping digitally excluded people and the planet – for free.

The National Device Bank is a secure, sustainable and socially responsible solution for any businesses' IT asset disposal. Good Things securely wipes and refurbishes the donated devices and give them to people who can't afford their own.

Your company can make a significant impact by responsibly and sustainably discarding e-waste through the National Device Bank. Let's keep tech out of landfills and put more devices into the hands of those who need them.

<u>Find out how your company can become device donors.</u>

Good Things
Foundation

Internal newsletter entry

We're fixing the digital divide AND reducing e-waste, all at the same time.

We've given our old tech a new purpose by donating to Good Things Foundation's <u>National Device Bank</u>, helping digitally excluded people and the planet.

Why? Well, with **2 million** households lacking access to the internet at home and the UK being the largest emitter of electronic waste per capita in the world, we wanted to do something to help. **[organisation name]** is helping bridge the digital divide. It's more than just e-waste reduction; it's about empowering people to connect with the online world.

We're helping to keep tech out of landfills and put more devices into the hands of those who need them.

<u>Find out more about how we're tackling the digital divide.</u>

Good Things Foundation

Can you spare a few words?

We're looking for more organisations, like yours, to donate devices and help digitally excluded people access the online world. **Demand for devices is currently 5x more** than what we have available.

It would be brilliant if you could submit a quote outlining why you donated, the benefits for your business and why other organisations should follow suit. We can use these quotes in our campaigns to build trust and encourage more donations.

Submit a testimonial

Good Things Foundation

Thank you for helping to make **good things** happen.

Good Things
Foundation

Proposed
Inter Authority Agreement (IAA) revisions
for 2025

Brent

Lewisham

Southwark Council

MARCH 10 2025

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Version Control

Version	Summary	Date	Editor
0.1	Initial draft	14/10/24	TDG
0.2	Added clarity of excluded services	27/01/25	TDG
1.0	Final version	05/02/25	TDG

Document Approval

Version	Date	Approver
1.0	25/02/25	Joint Management Board

Table of Contents

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1   Introduction

This document summarises the changes made to the various schedules that comprise the Inter Authority Agreement (IAA).

The IAA has been reviewed on an annual basis since 2021, so the changes proposed for 2024 are more minor in nature.

1.1   Summary of changes

Listed below is a high-level summary of the changes being proposed:

1. **Priority 2 KPI and SLA**: Our existing target of ≤30 Priority 2 incidents across the partnership per month has been consistently achieved over the last 13 months.
   - We are proposing to <u>halve</u> the target to ≤15 Priority 2 incidents per month.
   - We are also proposing to remove the 95% target of resolved P2's within 8 working hours, as this percentage is mathematically meaningless with the volumes consistently under 20 per month. We will continue to report actual numbers of P2's resolved within 8 working hours.

2. **Customer Satisfaction**: Revision on how customer satisfaction is measured; moving from Net Promoter Score (NPS), to Customer Satisfaction rating (CSAT).

3. **Addition of SQL data cluster as a Tier 1**: SQL databases and the SQL cluster are critical to many partner applications. Whilst SQL databases are not directly managed by STS (Brent database team maintain these on behalf of Lewisham and Southwark), it is logical that the SQL service is raised to Tier 1 criticality, and therefore a 4-hour resolution window.

4. **Clarity on services that STS are unable to provide**: We have seen requests for us to support Residential accommodation Wi-Fi and equipment, which we are not staffed to manage. We have therefore added clarity on services we cannot support.

5. **STS Governance:** Referencing the Technical Design Authority, Enterprise Architecture Board, STS Cyber Board as internal Governance boards within STS

6. **Joint Committee (JC)**: Updated Officer Attendee job titles.

7. **Joint Management Board (JMB)**: Updated Officer Attendee job titles.

8. **Operational Management Group (OMG) ToR**:
   - Updated Officer Attendee job titles.

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- o   The OMG meeting now raises points from the OMG report by exception only.
- o   Partner councils should raise other areas of concern or proposals for discussion, to be included in the agenda.

9. **IT Procurement:** Clarification that STS procurement function's primary role is to manage procurements that related to STS shared services and not Partner specific procurements.

10. **Finance**: FY25/26 apportionment split, based on October 2024 Active users.

11. **Physical security of IT Network assets in satellite offices**: Defining the responsibility for physical security of network assets, that are often housed within administrative office space, to be a Council / Partner responsibility

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2 Details of Wording Changes

Below are the details of the amendments made relating to the above list; only those documents that have been amended are detailed and all other documents that form part of the IAA have only received minor cosmetic changes to update with new STS brand colouring.

2.1 Schedule 3 – Service Description

Where	Change
Section 1, Page 3	**Introduction** Clarified the scope of IT service provided. For example excludes resident accommodation Wi-Fi.
Section 3.1.1, Page 7	**Tier 1 Applications table:** • Addition of SQL databases and clusters Rationale: SQL databases and the SQL cluster are critical to many partner applications. Whilst SQL databases are not directly managed by STS, it is logical that the SQL service is raised to Tier 1 criticality, and therefore a 4-hour resolution window.
Section 3.3 Page 9	**KPI and SLA for Priority 2 volumes per month:** • Change from ≤30 to ≤15 Rationale: In the last 13 months, our peak volume of Priority 2 incidents was 20. As we are now consistently over-achieving on our target of ≤30 per month, it is the right time to reset our target, for the benefit of all partner councils.
Section 3.3 Page 9	**KPI and SLA to Resolve 95% of Priority 2 incidents within 8 Hours:** Wording changed from: 95% of Priority 2 tickets resolved within 8 working hours To: Number of Priority 2 incidents resolved withing 8 working hours Rationale: As overall volumes are now lower than 20, this is a meaningless target. However, we will continue to report on the numbers resolved within 8 working hours. A similar 95% target was removed from Priority 1 incidents in the 2021 IAA revisions, for the same reason.
Section 5.12 Page 21	Updated the Customer Satisfaction wording to reflect the change to CSAT scoring methodology.
Section 8.3 Page 38	Additional responsibility, assigned to Council: 11.Manage physical security to on-site network equipment, limiting access to STS staff only.

2.2 STS Governance Arrangements Diagram

Where	Change

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Schedules 6a, 6b & 6c	Additional reference in the STS Governance Arrangements diagram to: • STS Technical Design Authority. • STS Enterprise Architecture Board. • STS Cyber Board, • STS Project Charter, as governance documents and forums within STS. Rationale: To further detail the governance improvements implemented over the last 2 years as internal STS controls. Each have their own documented Terms of Reference.

2.3 Schedule 6a Joint Committee Terms of Reference

Where	Change
Page 5	Updated Job Titles for Officer Attendees: **Brent:** Corporate Director of Finance and Resources **Lewisham:** Executive Director for Finance, Digital and Corporate Resources **Southwark:** Strategic Director of Resources

2.4 Schedule 6b Joint Management Board Terms of Reference

Where	Change
Page 5	Updated Job Titles for Officer Attendees: **Brent:** Corporate Director of Finance and Resources **Lewisham:** Executive Director for Finance, Digital and Corporate Resources **Southwark:** Strategic Director of Resources

2.5 Schedule 6c Operational Management Group Terms of Reference

Where	Change
Section 3.1, Page 2	Standing items wording changed from: - Operational, service and programme delivery updates To: - Operational, service and programme delivery updates, by exception Rationale: The Operational Management Group report contains details on performance across STS and it is now no longer realistic to present each section in detail at the meeting. STS representatives are now only presenting areas of exception for discussion.
Section 3.3, Page 2	New line: Appointed Partners should inform the chair of any proposals or discussion areas they wish to raise that are not already included in the standing items, for inclusion in the agenda. Rationale: The Operational Management Group is a forum for all partners to bring proposals for discussion.
Page 5	Updated Job Titles for Officer Attendees:

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Brent: Director Communications Insight and Innovation Lewisham: Director of IT and Digital Services Southwark: Chief Digital & Technology Officer

2.6 Schedule 7 Key Personnel

Where	Change
Page 5	**Updated Key Personnel:** | **Role**	**Post Holder**
Managing Director of Shared Technology Services	Fabio Negro
Head of Operations (Service)	Mobeen Zafar
Head of Operations (Infrastructure)	Stuart O'Shea
Head of Strategy & Technology	Tim Green
Head of Partnerships & Projects	Joanne Barker	

2.7 Schedule 8 – Finance Principles

Where: Page 3

New apportionment figures for FY25/26:

Active Directory User Count			
	LB Brent **_(of which LGA)_**	**LB Lewisham**	**LB Southwark**
FY25/26 User Based Apportionment			
2025/26 Active Users*	3450 _(570)_	3650	5550
2025/26 Apportionment	27.27% (4.51%)	28.85%	43.87%
Previous year (FY24/25) User Based Apportionment			
2024/25 Active Users	3700 _(450)_	3300	5700
2024/25 Apportionment	29.13% (4.49%)	25.98%	44.88%

*Active Directory Users, rounded to nearest 50, as at 14/10/2024 for FY25/26 apportionment

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2.8 Schedule 9 – Procurement Protocol

Page	Change
Page 5	STS Procurement Protocol diagram simplified to remove STS procurements on behalf of a single partner council. Rationale: This simplification clarifies that STS procurement will not have the capacity to undertake partner council specific procurements (e.g. Line of Business Applications).

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Document is Restricted

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